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The Labour Gazette

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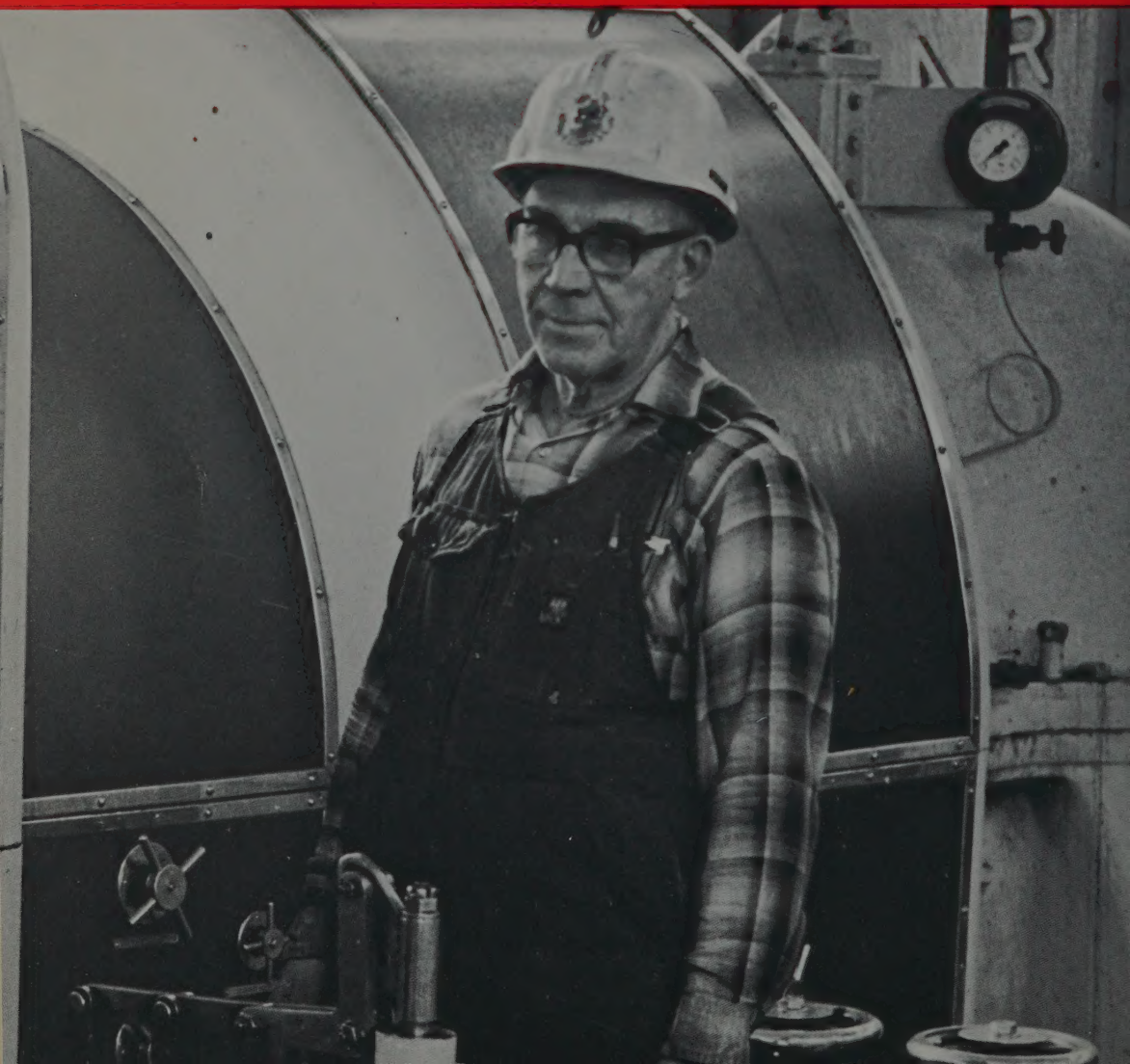
GOVERNMENT

A dozen or more proposals for improving or replacing the present industrial relations system have been suggested. They range from a slight tinkering to an elaborate reconstruction of collective bargaining, from a more permissive to a more repressive approach, from the most fanciful to the most hard-headed reforms. See: Resolving Industrial Strife: is there a "better way"? by Ed Finn, p. 774.



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News briefs

■ **The Government of British Columbia has announced a wage subsidy program for new jobs created to take workers off the welfare rolls.** In the six months after November 1, the Province will pay 50 per cent of labour costs for new jobs created by private industry and local governments. A special cabinet committee, with Municipal Affairs Minister Dan Campbell as chairman, will oversee the program. Premier W.A.C. Bennett said that his Government is setting no limit on the amount of money it will pay as its share of costs under the plan.

■ **Ian Campbell has moved to the Workmen's Compensation Board of Ontario as Director of Rehabilitation. He left WCB in 1951 to join the Canada Department of Labour as national co-ordinator of rehabilitation services for the civilian disabled (LG 1952, p. 707). He was with the Department until 1966 when the Department of Manpower and Immigration was formed. From 1966 to 1971 he was associate director of that Department's Manpower Utilization Branch. Mr. Campbell has a world-wide reputation in his field. On behalf of the Canadian Government, he has studied rehabilitation services in the United States, Britain, Norway, Sweden, Denmark, Finland, Germany, Belgium and Switzerland, and has chaired conferences, lectured, and led seminars on rehabilitation in cities throughout the world.**

■ **Membership in trade unions and professional employees associations whose headquarters are in the United States is on the increase.** The U.S. Labor Department's Bureau of Labor Statistics reports that membership rose 542,000 between 1968 and 1970 to 22.6 million. Of this total, 1.9 million belong to employee associations. In 1970, union and association membership represented 24.7 per cent of the total labour force, a drop from 25.2 per cent in 1968. The percentage of union members in non-farm employment, however, rose from 29.6 per cent in 1969 to 30.1 per cent in 1970. It was 30.5 per cent in 1968. During the two-year period, about 360,000 employees in non-manufacturing industries were added to union rolls, and membership among state and local government employees increased by 143,000.

■ **A five-day strike by guards at five Alberta provi jails was ended on September 1** after an agreement worked out by Premier Peter Lougheed and the Service Association of Alberta. Under the agreeme six-man committee was to study the issues of bargai rights, wages and other working conditions and pre a report for the Cabinet. Edgar Gerhard, attorney- eral in the now defunct Social Credit government, threatened to fire guards who took part in the strike.

■ **Canada's provincial and territorial governments cluding British Columbia, employed 396,865 per during the last pay period of June,** reports Statistics ada. This was 12 per cent more than the 353,695 ployed three months earlier. Gross earnings ros $690.3 million in the second quarter of 1971, 6.7 cent more than in the first quarter.

The federal Government had 378,986 employees December 31, 1970, compared with 368,967 in 1 The payroll at the end of 1970 was $771.3 million from $653.3 million in 1968. Employment in dep ments and departmental corporations increased 243,006 from 230,154 in 1968, but employment i other corporations and agencies decreased to 135 from 138,813.

■ **Average weekly earnings for all male employee large Canadian manufacturing companies at the en October 1969 were $142.36 compared with $133.0 October 1968,** reports Statistics Canada. This gai $9.28 represented an increase of 7.0 per cent over and 22.5 per cent over 1966. The average for wor who accounted for 23.8 per cent of total employme manufacturing, was $72.25 in October 1969, a rise o per cent over 1968 and 24.8 per cent over 1966. In 1 average weekly hours for women were 37.6 comp with 40.7 for men. For both men and women, these els are 0.1 hours lower than the 1968 level.

■ **A new federal program of funding for provi guaranteed income experiments has been announce National Health and Welfare Minister John Munr** total of $5 million will be made available in the cor fiscal year. This amount may be supplemented by s assistance payments under the Canada Assistance The federal contribution will cover up to 75 per ce project costs. The purpose of the experiments will explore the implications of guaranteed annual inc schemes for work incentive, productivity, minir wage levels, family structure, social services adm tration, costs and related factors. Funds have alr been provided to develop the necessary federal ad istrative and research staff.

A major policy statement that admits not enough as been done to protect the equality of women workers n the union movement was debated by delegates to the ational convention of the Canadian Union of Public mployees on September 21. A 35-page bilingual book-t published by CUPE notes that women are under-rep-esented at almost every level of the union. "Without es-ablishing fixed quotas, every effort must be made to ncrease the representation of women in all bodies of UPE," the booklet states. It suggests that women hould be represented in approximately equal propor-ion to their numbers and that CUPE locals should egotiate training programs for women to qualify them r more senior positions in public employment. In a reword to the booklet, CUPE's two top officers Stan ittle and Grace Hartman blame both government as ell as working people for failure to act on the recom-endations of the Royal Commission on the Status of Vomen. "In allowing government to ignore recommen-ations that would benefit working people, we share me of that responsibility."

he booklet urges the locals to negotiate clauses on ma-rnity leave, day care, equal pay for equal work, an nd to wage discrimination regarding nursing assistants nd helping to organize part time women workers. "In rder to encourage part time workers to join CUPE, nsideration should be given to allowing them to pay duced union dues," the booklet states. The Royal ommission said that part time work would help omen achieve equality of opportunity in employment. states that minimum requirements for maternity ave should be leave of absence for two months before nd six months after delivery of the baby together with tention and accumulation of seniority rights during e leave of absence and guarantee of the same or quivalent position on return to work. The booklet ges delegates to survey their membership on the need r day care facilities and negotiate for it where war-nted. "If day care is provided by the employer, such cilities and programs should be managed by a joint bour-employer committee." CUPE locals at Toronto's iverdale Hospital and Western Memorial in Corner-rook, Nfld., have already negotiated day care centres r the children of the staff.

he booklet states all public employers should be asked issue a declaration ensuring equality of opportunity r women in their employ and that each CUPE local ould establish a women's rights implementation com-ittee. This latter body would ensure that applicable commendations of the Royal Commission are imple-ented.

Other key points in the booklet are: concern for problems of working women; designating jobs by sex; job opportunities for women; discrimination against women workers in pension plans and group life insurance; pay during maternity leave; the same retirement age for women and men; and elimination of a secretary's pay being based on her superior's position and salary.

David Archer

■ **David Archer, President of the Ontario Federation of Labour and a Vice-President of the Canadian Labour Congress, has been named to the board of Governors of York University, Toronto.**

50 years ago

The Labour Gazette 50 years ago reported on the training of British welfare workers, the employment of women in establishments kept by orientals, public health in Hamilton, coal mine fatalities in the United States, labour legislation in India, minimum wage orders affecting female employees, and the Second International Congress of Working Women.

■ **In Britain, 50 years ago, the scientific study of the problems associated with industrial welfare was still in its infancy, and welfare work was defined as "the provision by the management for the workers of the best conditions of employment, including everything that bears on the health, safety and general well-being and efficiency of the worker, while avoiding any interference with his private affairs."**

The material basis of these conditions was largely provided by the Factory Acts, but it would be the function of the welfare worker "to promote an atmosphere of fellowship, good will, mutual regard and co-operation, in which the material comforts so secured may be utilized to the best advantage." These duties were to give the welfare worker a recognized place in the factory, and to establish a point of contact between management and workers.

The training of welfare workers differed according the student's qualifications, but two years was, as a r the shortest period necessary to cover both acade training and supervised practical work. Residence i working-class neighbourhood was suggested as means of getting practical experience.

■ The Public Safety Committee of Winnipeg rec mended that City Council give immediate effect to Provincial act of 1913 prohibiting employment women in restaurants or stores kept by Orientals. T act, which was to come into force on proclamation, not yet been proclaimed. New legislation, it was sta would be required to deal with the employment women by Orientals in "free admission parlours."

■ **The Board of Health of Hamilton, Ont. went record as favouring minimum wage for the vari trades,** after the medical officer of health presented a port in which he traced the considerable amount of s ness and disease in the city to the inability of poo families to buy the necessities of life.

pressed the opinion that the organization of labour on sound economic lines was an unquestionable advantage to labour, to the community and to government. He also promised his support to the movement.

■ **The Minimum Wage Board of Manitoba standardized the regulations governing the occupation of female employees in the following industries:** abattoirs, cigars, confectionery and biscuits, creameries, drugs, groceries, macaroni and vermicelli, paper box, pickles, soap and yeast. Some of the amendments required by order that no experienced female employee 18 years of age or over was to be paid wages at a rate less than $11 a week. (At the time these regulations were issued, the average cost of the weekly family budget of 29 staple foods was $11.08. The cost of food, fuel and rental averaged $21.60.) When lodging was furnished by the employer, wage deductions for this service were to be not more than $2 a week for board, not more than $4.50 a week for room, and for both lodging and board, not more than $6 a week.

The hours of labour were to be not more than 9 in any day and not more than 48 in any week. These hours were to be so arranged that each female employee would receive one afternoon half holiday each week. No female employee was to work between 9.00 p.m. amd 7 a.m., nor between 12 o'clock Saturday night and 12 o'clock Sunday night.

■ **Shocked by certain working conditions existing in Italy, the Second International Congress of Working Women recommended that the agricultural workers of Italy must not sleep in stables, that each worker should have a bed, properly aired, that where necessary the workers' rooms must be heated, and that separate accommodation must be provided for both sexes under sanitary conditions.**

The Congress also recommended that, in order to prevent the spread of anthrax among textile workers, the governments should require the proper disinfection of all wool at the ports of embarkation, and that scientific methods for dealing with animals themselves should be devised. In addition to various other topics and recommendations, the Congress founded the International Federation of Working Women. The objects of the Federation were: to promote trade union organization among women; to develop an international policy giving special consideration to the needs of women and children, and to examine all projects for legislation proposed by the International Labour Conference of the League of Nations; and to promote the appointment of working women on organizations affecting the welfare of the workers.

■ **Coal mine fatalities in the United States during 920 numbered 2,260.** The number of employees in and bout coal mines was estimated at about 775,000. The utput of coal for that year showed an increase of 18 er cent over the production of the previous year. The uantity of coal produced for each life lost during the ear was approximately 285,700 tons; for every million ns of coal mined, there were 3.50 lives lost. This was a 46 per cent reduction in the number of coal mine falities reported the previous year.

■ **Numerous strikes in Bengal involving public utility ervices resulted in the formation of a committee on industrial unrest.** The committee recommended the use of nciliation boards to settle disputes and promote harnonious relations. A conciliation panel appointed by ie Government proved successful in settling disputes, nd was soon established on a permanent basis.

he attitude of the Indian Government toward trade nions was indicated in a statement made by Sir eorge Lloyd, Governor of Bombay, to a deputation of ie All-India Trade Union Congress. Sir George ex-

Resolving industrial strife: is there "a better way"?

Ed Finn is Research Director of the Canadian Bro erhood of Railway, Transport and General Workers. was Public Relations Director of the CBRT from 1 to 1970 and has been labour columnist for the **Toro Daily Star** since May 1968. Finn was a public relati consultant with the Canadian Labour Congress fr 1959 to 1963. Before this, he worked for 11 years a journalist on the **Western Star,** Corner Brook, N eventually becoming managing editor, and he also reporting for the **Montreal Gazette.**

by Ed Finn

In Arthurian legend, one of the Knights of the Round Table, Sir Galahad, devoted his life to a search for the Holy Grail. The modern version of his quest has been undertaken by some "knights of the bargaining table"—the search for the ideal system of labour relations: one that contains no flaws, no conflict, and, above all, no strikes.

Conflict is inherent in the present adversary system of labour relations. Inevitably this conflict occasionally culminates in strikes, causing economic loss and public inconvenience. Nevertheless, the federal Task Force on Labour Relations (LG 1969, p. 269), after a detailed study of Canada's collective bargaining system, concluded that its benefits far outweigh its defects. "Although this system may seem costly," the task force report declared, "it may well be more healthy and less expensive in resolving labour-management disputes than any other method."

This judgment of the task force is not universally shared. Many Canadians in all walks of life—journalists, politicians, jurists, academics and even some trade unionists—have become disenchanted with the disruptive aspects of industrial warfare. The **Financial Ti** articulated their exasperation in an editorial deplor "the obsolete rules of collective bargaining" and call for the discovery or invention of "a more civilized v of regulating labour relations."

This refrain—the insistence on "a better way" of reso ing disputes between labour and management—r through most of the current complaints against the versary system. Although most of the critics fail to o alternatives, a dozen or more proposals for "improvi or replacing the present system have been suggested recent years. They range from a slight tinkering to elaborate reconstruction of collective bargaining, fro more permissive to a more repressive approach, fr the most fanciful to the most hard-headed refor These proposals may be divided into five categor Utopian, Repressive, Radical, Innovative, and Me ative.

The Utopian proposals

The Utopian suggestions usually start from the prem that, **labour and management have common goals interests, they should therefore consider themselves pa ners in industry rather than opponents. It follows fr this roseate view that sane, sensible representatives**

oth sides should be able to reach an accommodation ithout resorting to threats or coercion.

leading exponent of the co-operative approach is T. . Norris, who retired from the bench of the British Co- mbia Court of Appeal in 1968. The eminent ex-jurist nducted an inquiry into labour strife on the Great akes 10 years ago and was the author of the Norris Re- ort (LG 1963, p. 775) that led to the imposition of a overnment trusteeship over the Seafarers' Inter- ational Union. "All that is needed to bring about in- ustrial peace," Norris contends, "is a proper measure f good-will and tolerance."

e believes that labour-management accord can best be hieved at summit meetings of top union and business aders. "Instead of using their brains to destroy each her," says Norris, "such men should be capable of us- g them in the public interest ... in a real effort to ring about that which they say, possibly with tongue in eek, is their ultimate aim: industrial peace."

hen it comes to specific techniques, Norris speaks in ther nebulous terms of "a system of formula-pricing r labour that would lead to the salvation of our indus- ial economy." But he does not flesh out this system, ther than to suggest that it could be devised by a three- an commission made up of businessman J. V. Clyne, LC Secretary-Treasurer Bill Dodge, and labour econo- ist Kenneth Strand. "I know that it will be said that hat I have suggested is purely visionary," Norris con- des, "but vision has been the basis of the success of ur country and its democratic institutions."

nfortunately, **the Norris vision is much too vaguely de- ned to serve as a workable substitute for the prevailing stem. It also has the flaw of being an élitist approach— e that assumes that an accord reached at the summit n somehow be implemented at all levels of labour rela- ons in Canada. This, to put it mildly, is a very dubious ssumption.**

me of the more extreme proposals of the advocates of ndustrial democracy" (LG, May, p. 299) must also be garded as Utopian, at least in the short-term outlook. hese ideas go beyond the co-management principle to visage "workers' control" of industry. André Beker- an, education and publicity officer of Local 1000, Ca- adian Union of Public Employees, Toronto, defines e objective of workers' control: "To obtain direct con- ol by workers over the scheduling of work, the speed production, work methods, and the selection of su- ervisors. It is also essential to establish veto rights over yoffs, discipline and other managerial prerogatives ... nd control can be extended over all significant deci-

Ed Finn

sions such as pricing, technological change, expansion plans, plant shutdowns, and relocation and investment policies."

From a union standpoint, these may be desirable goals. But **their attainment would call for nothing short of a sweeping reform—if not the destruction—of the entire capitalist system. It would also entail drastic changes in the philosophy of Canadian labour unions, most of which**

are now as committed as the most conservative employer to the tenets of "free enterprise" and the separation of labour and management functions. Prospects for such a revolution are exceedingly dim.

Another series of proposals that must be labelled Utopian are those calling for the transplanting of foreign labour relations systems to Canada. The most favoured model is the Swedish system, which has produced the lowest incidence of strikes and disputes of any western industrialized nation. Other countries' methods however—for example, those of Japan, The Netherlands, Yugoslavia, West Germany and Switzerland—also have their local supporters.

What the foreign-model enthusiasts usually overlook is that these labour relations systems flow out of, and reflect, the indigenous and often unique social, political, cultural and economic conditions of those countries. They cannot be uprooted from their native soil and grafted successfully onto an entirely different socio-economic structure. The effectiveness of the Swedish system, for example, stems largely from the exceptionally high degree of union and management organization; more than 90 per cent of all workers and business firms are represented by unions or employer associations. The nation-wide bargaining this framework permits is unattainable in Canada as long as two thirds of the workforce remains unorganized.

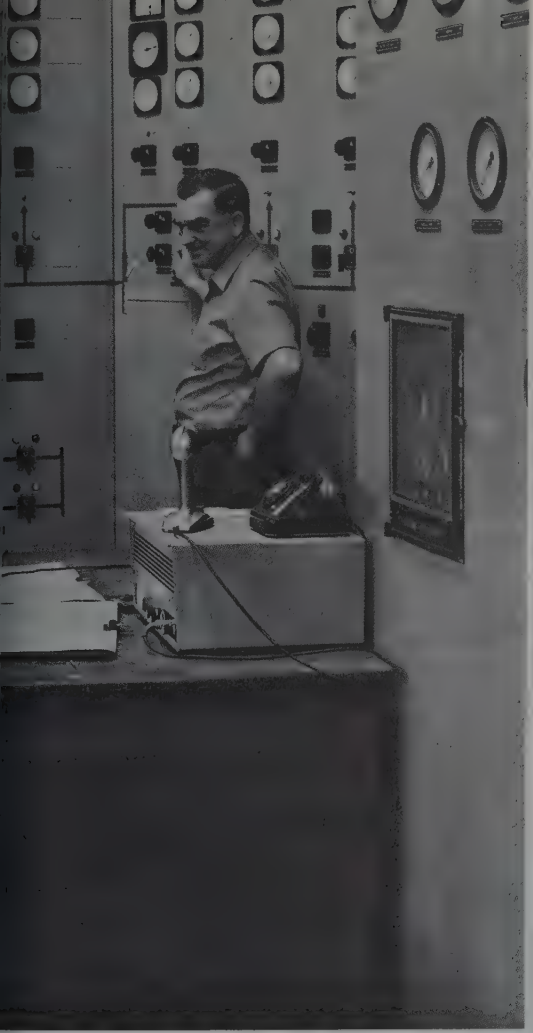
The tranquility obtained by The Netherlands' system has come from an extensive array of state planning and regulation, including rigid wage and price controls, of a magnitude that neither unions nor employers in Canada show any inclination to accept. The Japanese system is anchored to an all-embracing industrial paternalism in which employers assume lifelong responsibility for virtually all the material needs of workers and their dependants. This approach is clearly alien to Western thinking.

It should be noted, too, that most of these foreign systems have been experiencing some difficulties in recent years. Even Sweden's labour relations Eden has been infested by the serpent of strikes and lockouts. As Labour

Minister Bryce Mackasey observed in The Labour G zette of January 1971, "The fact of the matter is that all parts of the world, systems of industrial relations feeling the pressures of rapid economic and so change, and are responding with only limited success

The repressive proposals

Most of the repressive proposals start from the pren that the main cause of industrial conflict is the exer of undue power and freedom by one or both of the p ticipants. (Labour is cast as the villain more often t management.) If this premise is accepted, the obvi solution is to impose restraints on excessive use power by either unions or business firms.



hese proposed curbs usually take some form of compul-ry arbitration. The most popular seems to be the es-blishment of labour courts, vested with the authority to ipose a settlement in the event that a union and em-oyer cannot reach voluntary agreement. Morris C. humiatcher, a Regina lawyer, is one of the most out-oken advocates of labour courts. He argues that such urts are as necessary to protect the public from indus-al warfare as the civil courts are to guard the public terest in other areas. He sees labour tribunals also as a rollary of the present custom of referring to compul-ry arbitration those disputes that arise during the con-act term.

"A labour court," says Shumiatcher, "would be a natural outgrowth of the practices that unions and companies have acknowledged ought to be vested in a third party—namely, an impartial arbitrator, where irreconcilable differences arise out of an already existing agreement."

This analogy is not nearly as valid as Shumiatcher and other labour court supporters seem to think. An arbitrator called upon to rule on a grievance involving interpretation of a collective agreement has a written set of rules to guide him—the terms of the contract itself. An arbitrator empowered to rule on the justification of a union's demands for improved wages and working conditions has no such objective criteria on which to base a decision. No such criteria exist. Under these circumstances, arbitration becomes a chancy and imprecise procedure.

Shumiatcher refers approvingly also to the system of labour courts that have existed in Australia since the turn of the century, seeming to ignore their dismal record. For, as Frances Bairstow, Director of McGill University's Industrial Relations Centre, has observed: **"After 60 years of compulsory arbitration, Australia has the unenviable record of five times the annual number of strikes as does Canada."**

The Woods Report listed several other defects of compulsory arbitration. It has a "potentially corrosive effect on the decision-making process, both within and between unions and management." It serves also "as a crutch for weak leadership," to the extent that it enables union and company officials to take all politically embarrassing disputes to the arbitrator "and let him make the unpopular decisions . . . In the long run, the effect would be to undermine both the leadership in question and the collective bargaining process itself."

Most of the vocal champions of repressive measures are to be found among the ranks of senior company executives—men like R. P. Riggin, Vice-President of Noranda, Harold Clawson, Vice-President of Stelco, and Lloyd Hemsworth, Vice-President of Kimberly-Clark Ltd. These management spokesmen argue that unions have become too powerful, and that major legislative controls over their power are needed to restore the alleged imbalance that has occurred. "Union monopolies should be curtailed," says Riggin. "All our labour legislation and administration is significantly canted in favour of the unions," charges Clawson.

There is no empirical evidence to support these contentions. Powerful unions are still far less numerous than weak unions. More strikes continue to be lost than won. The image of huge labour bullies bludgeoning helpless employers into submission hardly squares with the actuality of the union-management relationship. Besides, an imbalance of power is often an essential ingredient in arriving at an accommodation. As Prof. Roy Brookbank of Dalhousie University has pointed out (LG, Feb., p. 116), settlement often occurs because one side or the other doesn't feel it has adequate power to back up further argument. There is always, in the democratic system, some kind of imbalance—but the democratic system makes constant adjustment the main issue, not perfection, or "peace at any price."

The unions probably could argue more persuasively that labour legislation is slanted against them. In any event, the businessmen's clamour for more curbs on unions evidently failed to impress federal Department of Labour officials, judging from the proposed amendments to the IRDI Act tabled in Parliament last June. "The bill provides no comfort for those who look to restrictive legislation for solutions to the problems of industrial relations," Labour Minister Mackasey said bluntly when he introduced the amendments.

The defects of restrictive laws and compulsory a tration have been graphically demonstrated in Bri Columbia, where a Mediation Commission empow to impose settlements has floundered ineffectually the past three years. Instead of cooling off indust conflict, the Commission's first three years of opera have seen more man-days lost in strikes and lock than had been lost in B.C. in the entire preceding ade.

The innovative proposals

A more appropriate label for the innovative propo might be "gimmicky," because most of them involv clever twist in the customary bargaining process. T ingenuity, however, is no guarantee that they are p ticable.

One of the most intriguing proposals in this categor "forced choice" arbitration, more commonly known "final offer selection" (FOS). It differs from conv tional arbitration in that the arbitrator, **instead of de ing a compromise between two extreme positions, cides wholly in favour of one of the final offers submit by the two sides. The assumption is that both union management will be compelled to present realistic p tions for fear of having their opponent's terms impo on them.**

This concept has been advanced as a dispute-settl formula by Val Scott, General Manager of the Onta Hydro Professional Engineers and Associates. He po out that, although the FOS method is new to Canad has been adopted in the United States by the Tennes Valley Authority for its engineers, and was a cen feature of President Nixon's proposed bill to regul bargaining by the railway unions.

"In practice," says Scott, "FOS would bring suffici pressure to bear to encourage reasonableness, greatly reduce the number of unresolved issues might require recourse to arbitration." His advocacy the FOS technique is forceful, but it overlooks some vious shortcomings. First of all, the system would into the hands of one man awesome power over wages and working conditions of large numbers people. Not many groups of workers would willin yield such power to a single individual, regardless how great a paragon he might be. They certainly wo balk at surrendering their right to ratify final contr terms.

The biggest hitch in the FOS concept centres on the d inition of the word "reasonable." The selection offi

ve are told, "will consider each submission as a pack-age, and will decide totally in favour of the one he con-iders the more reasonable." **But in the absence of ob-ective criteria, reasonableness is purely subjective. How loes an officer decide whether the union's demand or the employer's counter-offer is reasonable when much of the elevant background information is denied him, or, if vailable, is too abstruse to be properly evaluated,**

Then there is the not unlikely possibility that the select-on officer will find both the union's and the company's inal positions equally reasonable. That is, each of them vill be as reasonable as their conflicting interests will ermit, and still be poles apart. What does the selector lo then, Toss a coin,

These are some of the more obvious flaws in the FOS roposal. It may nevertheless be a feasible method for rofessional groups such as engineers, and perhaps for ther employees in essential services who eschew the trike weapon, either on ethical or practical grounds. But it should be used only when the employees them-elves freely ask for it. Any attempt to impose it on all workers through legislation would be as fiercely resisted s compulsory arbitration.

Another gimmicky proposal is **the "non-stoppage strike," in which workers remain on the job, but forego their wages, while managers and owners correspondingly forfeit salaries and profits.** The theory behind this bright idea is that it enables the parties to apply economic pressure on each other while protecting the interests of innocent third parties. A variation of this proposal, advanced by an American professor of business, J. H. Foegan, calls for both the union and the company to make regular daily or weekly deposits into a fund held by a mutually-agreed-upon trustee. Both production and bargaining continue, with less of these funds returnable as settlement is delayed. Beyond an agreed-upon point, none is returnable, and all the money is assigned to some acceptable charity.

The U.S. Labor Law Journal has dismissed this brainstorm as being "of questionable legality and doubtful usefulness." Looking at it from a labour standpoint, **its chief drawback is that it assumes fiscal equality between workers and employers. No such equality exists. The ability of management to sustain loss of income and profits is infinitely greater than the capacity of their employees to forego their wages.** Endurance contests based on cessation of income would thus be heavily weighted in favour of the employer.

Less innovative, but still a startling departure from the conventional wisdom, is the proposal of voluntary arbitration. It is especially surprising when espoused by unionists who had hitherto been stalwart champions of the strike weapon. These converts to arbitrated settlements include such prominent U.S. labour leaders as AFL-CIO President George Meany, Steelworkers President I. W. Abel, and Communications Workers President Joseph A. Beirne. Meany has been saying for the past year or so that "we are getting to the point where a strike doesn't make sense in many situations ... They don't settle a thing." As early as 1959, Beirne referred to the need to re-evaluate the union's ultimate weapon, the strike. "When fewer and fewer people are actually engaged in providing the direct service to the customers, and more and more are involved in auxiliary functions, how effectively can you halt production,"

The American Arbitration Association has appointed a two-man committee to discuss with union leaders the possiblities of using arbitration as an alternative to strikes in deadlocked negotiations. The two men—David L. Cole, a veteran arbitrator, and David A. Morse, former head of the ILO in Geneva—have received sympathetic hearings from most labour officials they have so far met. Meany stated openly that voluntary arbitration is worth exploring. "It's something highly desirable," he said, "if it can be accomplished."

The response to voluntary arbitration from the rank-and-file has not been so favourable. Already the Steelworkers' chief, I. W. Abel, rebuked by a militant membership, has had to back off from his flirtation with arbitrated settlements. It may well be adopted by certain unions and employers in large key industries where strike confrontations in the past have proved mutually calamitous. **But the prospect for any wide-scale adoption of third-party awards in Canadian collective bargaining must be considered remote. It has even fallen into disrepute in the federal Public Service, the only sector where it has been extensively used in Canada.**

A more attractive and feasible method of settling contract disputes—at least in essential industries—has been proposed by Leland Hazard of the Carnegie Institute of Technology. His proposal is based on a simple assumption: that public service employees will not strike if their wages and working conditions approximate those of similar workers in private industry. The reasoning is that strikes "against the public" can be avoided only if the public, through its elected representatives, decides to remunerate its employees adequately. Otherwise the public has no more right to claim immunity from labour troubles than do stingy employers in the private sector.

The problem is how to determine objectively what c stitutes a fair wage for workers in the public serv Hazard's scheme offers a possible modus operandi. suggests establishment of a permanent "industrial pe commission" whose function would be to review wc ing agreements in essential industries and to prop equitable terms of settlement in each set of negotiatic

The commission members, selected for their imparti ity, would be drawn from labour, industry, the prof sions and the universities, and appointed on a long-te basis to free them from political influence. They wou be supplied with a secretariat and a staff of statisticia economists, researchers and other specialists. Perio ically, the commission would hold public hearings which unions, employers and other interested part could make representations.

The commission and its technicians would continua evaluate all factors bearing on employment standa in the public service. It would ascertain and study inf mation on such subjects as job skills, living costs, a comparative rates of pay in private industry. Basing recommendations on this analysis, it would issue annu or biennial proposals for adjustments in wages a other benefits for all workers in the public sector. T **recommendations, of course, would not be legally bi ing; but they would carry such moral weight that a union or employer failing to prove their inequity beyo doubt would incur great public disfavour if it were to nore them.** Hazard does not advance the IPC as a fo proof formula. He admits that its adoption would n entirely eliminate public service strikes. Neverthele he believes it would reduce strikes to a tolerable mi imum, which is perhaps the best that can be hoped in a democratic society.

Hazard's plan merits a trial. Even if it proved effecti however, its limited application to essential servic would still leave most of the private sector untouche Perhaps that is as it should be, but others who seek t Shangri-La of labour relations might not agree.

The radical proposals

One factor common to all the foregoing schemes is th they presume a continuation of the standard bargaini methods, at least up to the point of an impasse. Th also avoid tampering with union and employer stru tures. Not so the radical proposals. They are based the premise that the inadequacies of collective bargai ing derive from the allegedly cumbersome and ou moded character of our industrial institutions.

The existing structure must be remodelled completely o give freedom of action a chance to work," declares ancouver labour lawyer John Laxton. "All efforts in he past to improve labour-management relations have mounted only to piecemeal reforms. We must now recgnize that this kind of tinkering is not working. It is me to give earnest consideration to a radical restructuring of the whole system."

axton's proposal is the most radical of all those made n recent years. He calls for **the enforced merger of all abour organizations in Canada into 10 or 12 giant nions, and the allocation of the entire workforce, organized or not, among these groups. Employers would be imilarly lumped together into units corresponding to the nions. Contracts for all employers would be for a two-ear period and would all terminate on the same date.** argaining would be continuous, and the right to strike nd lockout would be preserved.

axton argues that this "radical restructuring" would ake away from labour and management the weapons hat now enable them to wage limited but harmful batles, and arm them instead with the equivalent of tomic bombs. "Thus it will be all-out war or nothing. A trike or lockout would put hundreds of thousands of eople out of work at the same time, and severely enanger the economy. The chances are that, given such owers, both sides would refrain from using them. Yet he basic freedoms to withdraw one's labour or close own one's business would still be preserved."

he Vancouver lawyer cites several additional benefits o be gained from his proposed overhaul: it would elimnate unfair competition between unionized employers nd those paying non-union wages; it would do away ith jurisdictional disputes between unions, and elimiate the waste and duplication that now result from the bour movement's fragmentation; it would stop all piket-line violence, for picketing would be unnecessary n a system that precludes the hiring of strikebreakers; nd it would virtually remove the courts from the laour scene, injunctions and appeals being associated ainly with picketing, organizing and secondary boyotts, all of which would have disappeared.

nquestionably, the kind of highly centralized system hat Laxton suggests would live up to most of the claims e makes for it. One may have qualms about the creaon of vast union and employer monopolies and the reat to individual freedoms that might ensue; and one ight also fear that the "atomic bomb" of wide-scale rikes would occasionally be dropped. These risks ide, however, Laxton's radically restructured system ould certainly prove much more orderly and efficient an the present one.

The trouble is that **a system like this one calls for state intervention on such a massive scale—requiring the close co-operation of the federal and provincial governments—that it simply isn't feasible.** Laxton suggests that it could be tackled by any one province individually, but the odds are against any province voluntarily getting that far out of step with the rest of the country. If it were only the unions that objected, perhaps one or more of the provinces might be tempted. But the employers would be even more opposed—especially to the enforced unionization of all workers; and no government is going to plunge into a major reform that both labour and management are certain to resist.

The same drawback applies to a similar scheme that was proposed a few years ago by the then deputy minister of labour in Québec, Robert Sauvé. His plan called for "sectorial bargaining," and, like Laxton's, required that **all workers be unionized and that all employers participate in joint negotiations on an industry-wide basis.**

According to Sauvé, it would lead to a rationalization of the province's "small-time beaneries and two-bit factories," an upgrading of the unorganized working poor, and a new era of industrial peace.

Initially Sauvé's plan was supported by both of Québec's central labour federations, the CNTU and the QFL, by top government officials including Premier Bourassa, and even by the larger, unionized business firms that saw the advantage of removing low-wage competition. But then the objections came rolling in from non-union employers (still in the majority in Québec) and from unions that foresaw possible extinction in the province; so the Sauvé plan was quietly dropped.

Most other radical proposals are variations of the Laxton-Sauvé models, involving rearrangement of existing labour and management structures as if they were so many toy building blocks. An interesting twist has been offered by a Toronto lawyer, Robert D. Perkins, who suggests that wage disputes be settled by a special bench of judges with the power to call "citizens' juries." His reasoning is that the public—the supposedly unrepresented third party at the bargaining table—should be the arbiter in labour-management conflicts, and that this could best be done through the jury system.

The public, of course, is already represented in labour disputes by government conciliators and by the whole system of labour legislation. If government doesn't act on behalf of the public when it imposes compulsory conciliation in all industrial disputes, then whose interests is it protecting, Citizens' juries, with no special competence in the field of labour relations, would create much more trouble than they could possibly avert.

The mediative proposals

The people most closely associated with the practice of industrial relations are, generally speaking, the ones who are least inclined toward drastic changes in the present system. They see its defects, but they are also deeply conscious of its merits. They understandably lean toward the mediative approach in the event of bargaining deadlocks.

The foremost advocate of mediation is, of course, the federal Minister of Labour, Bryce Mackasey. His "preventive mediation" technique—unlike most of the others previously cited—has the clear advantage of having been translated successfully from theory into practice. During the past few years, Mackasey's trouble-shooting specialists have racked up a near-perfect record of peaceful settlements and averted or abbreviated strikes.

The mediative approch is premised on the belief tha highly skilled "referee" can work out the face-sav compromises necessary for an agreement between t mistrustful antagonists. Each of Mackasey's trained dustry specialists is an expert in his own field, and p sonally acquainted with union and company offici Their task is to get involved in incipient disputes a probe for strike-avoiding formulas. Because they ha the confidence of both sides, they are able to through the bluff and bluster and find out where settlement range really lies.

Mackasey devised his mediation approach because is, above all, a pragmatist. He realizes that no two co frontations between unions and employers are alik that each has its own peculiar blend of contendi forces. There is no magic formula for equalizing t power of union and employer in every set of negot tions. Even if there were, it would be no guarantee industrial peace. It might, on the contrary, produ longer, bloodier, and more frequent conflicts. Neither there any conceivable labour code that could be a plied, Procrustean-like, to all labour disputes. **That why Mackasey opted for the flexibility and expertise mediation, rather than the legalistic restraints urged him by many businessmen and editorial writers. He c cided that what was needed was a workable method resolving each dispute as it occurs, within its own p ticular framework.**

Mackasey was denounced in some quarters as bei "too permissive," but he soon confounded his critics. 1970, the first full year of his mediative policy, trouble-shooters settled 92 per cent of the disputes ferred to them from industries in the federal jurisd tion. This feat didn't impress some critics, who point out that most of the squabbles involved small groups workers. They predicted he would come a cropper 1971 when half a dozen crucial negotiations were sche uled in major industries, all of them potentially exp sive. But once again they were forced to eat their wor as, one by one, Mackasey's mediators—and, as a last sort, Mackasey himself—calmly and methodically d fused the bombs of labour unrest. Their settleme record for 1971 may be even higher than it was in 197

This is not to imply that the mediative approach is id lic, that it has surmounted all obstacles. It is still bei attacked—not on the basis that it won't work, but on t basis that it sometimes produces peace at an unacce table price. Several of the settlements devised by Mac asey and his mediators in 1971 were denounced by t press, and even by some of his political colleagues, "inflationary." This charge was made despite the fa

ryce Mackasey

that most of the mediated wage increases were at or below the average percentage rise recorded in the entire private sector.

A few grumbles were heard also from union spokesmen, to the effect that the mediators were really "enforcers" of official or unofficial wage guidelines set by the federal Government. They complained, too, that the mediators, in their zeal to get a settlement, sometimes displayed no concern for the fairness or adequacy of the proposed terms.

As no set of contract terms will ever please everyone, such carping is perhaps inescapable. More disturbing is the threat posed to the mediative approach by growing rank-and-file distrust. Mediation, by its very nature, involves only the union and management negotiators. Secrecy is a key component of its effectiveness. But the union members, unless they have complete faith in their negotiating team—a rarity these days—tend to be suspicious of agreements arrived at through a system they cannot perceive or understand. In this kind of situation, the mediators are powerless. It avails them nothing to propose a settlement package acceptable to union leaders if the rank-and-file then refuse to ratify it. Rejection by union members of mediated terms has occurred several times, and accounts for most of the relatively few failures on Mackasey's performance chart.

On balance, however, **the mediative approach has been remarkably successful. It is by no means perfect; but then, perfection and democracy—or, for that matter, perfection and free collective bargaining—are by definition incompatible.** The proponents of the other labour relations reforms previously discussed might argue, with some justification, that their ideas would produce even better results if they were given the same test as the mediation method. That may be so. Some of them are attractive, and a few may even be feasible. But until some government decides to experiment with them, the technique of preventive mediation must be accorded top honours. **It has been proved effective. It promotes industrial peace. It sharply reduces the incidence of strikes. And all without tampering unduly with the traditional process of collective bargaining.**

Preventive mediation may not be the Holy Grail the perfection-seekers yearn for. But it does offer a workable method of improving labour-management relations and resolving disputes. To that extent, at least, the search for "a better way" has been worthwhile.

(The opinions expressed in the accompanying article are those of the author, and do not necessarily reflect the views or policies of the Canada Department of Labour.)

Book reviews

Starting Over, by Damon Stetson, The MacMillan Company, New York, New York, 258 pages.

"The two-career life, like the two-car garage, has become a part of the American scene," says Frank Coss, Vice-President in charge of Research for Deutsch & Shea, specialists in manpower and personnel. The two-career life is the theme of a new book by Damon Stetson, a reporter for **The New York Times,** who based it on personal interviews with people who were eased out of or shucked nondescript working lives for other careers, achieving success and a goodly measure of peace of mind in the process.

Along in his 40s, the author says, the American male ten plunges into strange fits of black depression. wakes in a sweat at 4 a.m. He stares at the dim ceili He has suddenly come to realize that he will never come president of his company, be appointed top count executive, win a Pulitzer Prize, head the bank. make that million. His once bright ambitions creep p like beaten soldiers. Should he dye his hair, have an fair, get divorced, quit his job, But how can he sacrif that pension, that company-paid insurance? what wants him? what new employer?

This is the time, Mr. Stetson says, not only to take hard, objective look in the mirror, but also to lo around, to dust off some of those earlier dreams or begin dreaming again. And to prove that everyone h a second chance to catch the brass ring on the merry-r round, the author seeks out hundreds of second-caree ists to prove that work is better the second time aroun

Although not completely satisfied with their work, m in their 40s and 50s have usually become attached their current jobs. The seniority they have built up h given them privileges, vacations, pensions, and oth equities that they might lose if they changed employe There are also psychological factors that pin them to dull but comparatively comfortable existence. Well-tablished routines and a familiar group of colleagu are fitted on cosily like a well-worn pair of old slippers

But although people's habits seldom change, the wo ing world around them does not remain static. The ve proper, conforming "obey first and think second" org nizational man is giving way to a younger, more ima native, more venturesome, less stereotyped individual with waning admiration for the ideal of organizatio fealty so characteristic of William H. White, Jr.'s, Org nization Man of an earlier era.

The new executives can't help rocking the organi tional boat, and the older man may find himself bei tipped over into swirling waters beyond his dep "People used to remember all too well how tough it w to get a job during the Depression," one executive sa "It's a new ball game today." And although the you executive slips in and out of jobs like a greased b lesque queen, the older man whose job and very l style is threatened, will have a tougher time getting cepted on a new ball team.

ays John W. Gardner, former U.S. Secretary of Health, Education and Welfare: **"I would like to see the ime come when many employing organizations will ponsor mid-career clinics to which men and women can o to re-examine the goals of their working life and con- ider changes. And I would like to see people visit such linics with as little self-consciousness as they visit their entist.**

Too many middle-aged people are working at a frac- on of full capacity because of circumstances that could e altered. Perhaps they are in a blind-alley job or a job nsuited to their talents, or caught in an unproductive elationship with their immediate supervisors. Perhaps ney simply need challenge and change. Perhaps they re ready for a second career."

ome businessmen, even those with huge six-figure sal- ries, become disillusioned and bored, or they decide nat they would like to seek new challenges in a more ongenial atmosphere. Not long ago, the $125,000-a- ear group vice-president of a major television network nnounced that he was giving up his post because it acked "a great deal of the activity and a good bit of the hallenge that I enjoyed so much. There was no prob- em," he explained. "I was ready to make a change. The etwork has been good to me. But I agree with John Gardner who said that people, like flowers, need repott- ng one in a while."

t was not clear in this executive's case, says the author, whether he had been eased out or whether he was holly motivated by his desire to set sail for new hori- ons. But one thing was certain: **his previous success, xperience and salary made it possible for him to step ut, maintain himself and family in the interim, and yet peak with assurance about prospects for a new position.**

The forceful type have the potential to move up or out o new frontiers," says author Stetson. "The frightened re probably going to remain trapped in the rat race of aily routines, pressures from demanding bosses, frus- ations stemming from the repetitiveness of their days. or some this is enough. They are happier and less caught up in the race if they stay clear of responsibilities, if they stop striving for promotion, if they work from 9 a.m. to 5 p.m. and then go home, if they create a life away from work that fulfils them in a way that their job 'trap' never can do."

For executives facing uncertainties in the corporate jungle, moonlighting has offered a hedge in the same field, or another one, against displacement or being put on the shelf. Of course with moonlighting there are risks involved, because a conflict of interest may develop that would be displeasing to the moonlighter's employer if he found out about it.

A young executive in a dress-making concern in New York's garment district was earning $25,000 a year, but frankly admitted that he was doing some moonlighting on Tuesday and Thursday evenings with a competing firm. "Sure, I'd get fired if my boss found out," he said, "but I'm trying to learn all I can about this business— and fast. I'm not going to stay in this madhouse forever. I don't mind telling you, I'm going to start my own shop as soon as I can raise the money."

A hobby or a sports interest may sometimes provide the key that unlocks a new career. The vice-president of a large and well-known manufacturing firm in Chicago endured pressures and overwork and personal conflicts for years as he fought his way up the corporate ladder. But after twelve- and fourteen-hour days during the week, he would relax, whenever possible, on weekends by sailing his boat on Lake Michigan. Despite his love for sailing, a bulging brief case too often confronted him on Saturday mornings and sent him, protesting but loyal, to his study desk for a weekend stint of paper work. "Hell," he said, in recalling those days, "it was getting so I could never work on the boat, and half of my weekends I wasn't even making it to the dock."

He did love sailing, however, and the incongruity of a job that was pressing in on him and denying him the opportunity to enjoy his hobby finally came home to him. **He quit his job and, utilizing his management know-how, started his own business renting boats and teaching sailing. Although his income was reduced, he and his wife were able to make the adjustment without serious hardships.** "Besides," he said, "we had more

time together. She helped me at the boathouse, and if you really want to know the truth, we fell in love again."

One of the most fascinating and exciting second-career opportunity areas for the retired executive is in the International Executive Service Corps. This non-profit U.S. organization, financed by some 200 leading corporations and the U.S. Agency for International Development, has its headquarters in New York, and since 1964 it has been recruiting seasoned businessmen and sending them abroad to stimulate enterprise and to counsel companies that have requested assistance in solving management problems. It is a business-to-business, man-to-man, foreign-aid program that is completely compelling in concept and gratifyingly effective in execution. "The best way to send an idea around the world is to wrap it up in a man," said a former IESC executive. Sometimes waggishly called the "Paunch Corps," this unique organization was developed through the combined thinking of private business and government.

Most of the volunteers for the Executive Service Corps are relatively affluent, so there is no great financial sacrifice involved in taking assignments, but in any case, the living allowance for an executive and his wife is about $1,000 a month on most assignments, plus travel costs. Most volunteers live in hotels, although occasionally one rents an apartment or a house, if available.

The original concept of the Corps was not aimed at providing second careers for executives bored with enforced retirement. But in practice, one of its attractive aspects has been **the exhilarating impact that it has had on men with valuable experience and backgrounds that can be put to good use in advising and assisting companies in foreign lands. These companies often need the kind of help that a seasoned business executive can give quickly and intelligently in a relatively short period of time.**

"With the wealth of retired talent available in this country it would be a shame to let it go to waste," Stetson said. "Putting this talent, skill and accumulated knowledge to continued use in the productive work of the world—rather than permitting it to be frittered away at gin rummy or on a golf course—seems almost justification in itself for the Executive Corps program."

Many of the businessmen who have served as volunteers say that the experience has provided a deep personal satisfaction and sense of achievement at a time of life when top executive triumphs are a thing of the past. But apart from monetary considerations and self-aggrandissement, the experience is rewarding for m men who have spent the major part of their lives wo ing in a much less socially committed atmosphere.

Another organization, known as "Forty Plus," is a lo established self-help group that provides job co selling, assistance in preparing a resumé, advice in pl ning a job hunt, coaching on how to market yours most effectively, and morale-building companionsh for the oftentimes discouraging months it takes to fin new job or launch a new career. The movement rec nizes that, at any given time, there are many capa and experienced executives who, for varying reaso may be out of work. Moreover, the group recogni also that **age can be an obstacle to employment ev though a successful career and proven ability may at t same time be gilt-edged assets if the right company career opportunity is found.** New members, after care screening, pay a small initiation fee and monthly du They agree to put in at least 16 hours a week worki for the group until they themselves find a job. This volved keeping records, taking out the trash, typi thumbnail sketches of members, running a mimeogra machine, and contacting companies to locate job ope ings. "There's a feeling that, if you're over 40, you're deadbeat, you're not with it, you're a relic out of t past," commented Arnold Pike, a former member w became a radio-TV producer. "But these are men w do have something younger men don't—instant expe ence, deliverable from the first day they're on the job.

What emerges from the wide variety of second care cited is the diversity of factors that lead men a women into another way of life. Says Stetson; "It can the frustration and boredom of a stagnating job. It c be the wisdom and maturity that the perspective years gives a man. It can be the desire for a pleasant happier, and more satisfying life. Or, of course, it can a drive to achieve greater status and more money. I **unusual and successful moves into second careers possible, have been occurring, and may open the way life to begin again in a new, exciting and fulfilling way.**

Analyse Coût-Bénéfice des politiques de Main-d'œuv Compte rendu d'un Congrès nord-Américain, qui eut l à Madison, Wisconsin, le 14-15 mai, 1969. Éditeu G.G. Somers et W.D. Wood; Industrial Relatio Centre, Queen's University, Kingston, Ont. 307 pag $5

The English version of this book was reviewed in T Labour Gazette (LG, May 1970, p. 355). The Fren edition is now available from the Industrial Relatio Centre.

TUC: 10 million strong—and militant

A distinctly militant mood pervaded the 103rd annual conference of Britain's Trades Union Congress as the delegates planned compaigns to fight the Government on the issues of industrial relations, unemployment, economic policy and terms of the entry into the European Common Market. Held from September 6 to 10 in Blackpool, the conference showed that the TUC had achieved a record rise of more than 600,000 new members, bringing the total membership to just over 10 million.

Faced by the ominous rise in unemployment, rising prices, and a government bent on curbing the unions, the 1,066 delegates, representing 142 unions, passed a resolution accusing the Government of having followed policies that had produced economic stagnation, the highest level of unemployment since World War II, and rapidly rising prices. The resolution urged that pressure be exerted on the Government for the provision of effective protection of workers who lose their jobs. It opposed redundancies that lead to higher unemployment, and declared that "no form of compensation is a substitute for the right to a job." The resolution called also for expansion of the economy, full employment and a planned growth of real incomes.

Increased government investment and public expenditure, substantial increases in old age pensions, and more direct government involvement in the promotion of prosperity in the economically stagnant areas of the country should radically reduce unemployment and should involve measures to achieve a more equitable distribution of wealth, delegates thought. The resolution therefore advocated a wealth tax, major extension of public ownership, and price control.

In its battle against the Government's Industrial Relations Act, considered by the unions as an attack on their rights, **the Congress decided to urge affiliated unions not to register under the Act. Congress pointed out that the unregistered union would be free to frame its own rules, and that the registrar would have no jurisdiction over the union.** By a show of strength in not registering, the movement planned to demonstrate its determined opposition to the Act, and delegates were promised that the Labour Party would repeal the Act once the Party had gained office. Many delegates did not like the idea of forfeiting tax rebates on their incomes at an estimated loss of five million pounds, and at the risk of having to pay damages ensuing from strikes. The issue was hotly debated and did not have the full support of the major white-collar unions.

The Government's present proposals for Britain to join the European Common Market "on the terms now known" were opposed by the Congress; it considered that a general election should be held before any decision on entry was taken by Parliament. Victor Feather, TUC General Secretary, expressed the Congress's deep concern that the cost of entry would represent a heavy burden on Britain's balance of payments and therefore depress the level of employment.

A call for the Government to enact a Bill of Rights guaranteeing the building of a "fully democratic constitution" in Northern Ireland was made in another resolution adopted unanimously by Congress, which viewed with concern the mounting toll of violence there. Sir Frederick Hayday, Chairman of the TUC International Committee, voiced the full support of the Congress for the Northern Ireland Committee of the Irish Congress of Trade Unions, and he paid tribute to the courage they were showing in extremely difficult circumstances.

In a resolution on Southern Africa, the TUC condemned the Government's decision to resume the sale of arms to South Africa, its intention to resume talks with the illegal regime in Rhodesia, and its continued support of Portuguese white minority rule in Angola and Mozambique. The Congress feared that this represented a move toward total identification by Britain with the racist regimes in Southern Africa.

George F. Smith, of the Woodworkers, was elected Chairman of the TUC General Council.

A construction success story

After their experience with a pulp mill in Saskatchewan that cost them an astronomical sum because of labour strife, the construction contractor Parsons and Whittemore Inc. was receptive to finding a better way of dealing with labour.

A better way was found, manifested in the construction record of a $90-million mill at Nackawic, N.B. The mill was completed seven months ahead of schedule, reports the September issue of **Teamwork in Industry,** a publication of the Labour-Management Consultation Branch of the Canada Department of Labour. The report continues: There was only one work stoppage, and it occurred before a blanket agreement was signed. To quote a union man: "It was an ideal setup. In my union they took home 52 cheques a year. The contractors made money because they beat the deadline."

The Construction and Building Trades Council of Fredericton, representing 17 unions, negotiated with the contractor several peace-making devices, designed to satisfy management and union ambitions. Between them they hammered out a blanket project agreement and a mark-up agreement (specifying trade jurisdiction). The project manager was given executive authority. A company and a union representative were called in to police the agreements and deal with day-to-day problems during the life of the agreement.

There was continuity in that **key people, such as the management and union representatives, were part of the scene from the first preliminary consultations through the actual construction. Having helped create the prior agreements, they were in position to bring a full understanding to bear on daily problems.**

At peak employment, 920 people were at work on th site, including about 500 employed by 26 subco tractors. The project was carried out over 23 month Originally the project was expected to be finished b Christmas 1970. It was completed the previous May.

Labour and management had worked out for them selves a system, grounded in the labour agreement an jurisdictional mark-up. They were also able to make apply. Larry Wallace, the union project representativ had prior experience as a "project business represent tive" during the last phase of construction of Ne Brunswick's Mactaquac power project. A pipefitter b trade, Wallace had single-handedly put the Frederict pipefitters' local on its feet. He was president of the l cal Construction and Building Trades Council at th time of his election by the unions to the job at Nac awic.

His counterpart, Roy Shawcross, was in effect an em ployment officer assigned specifically to the project. Th fact that he was the only company labour relations ma on the site and all problems from subcontractors we channeled through him, greatly reduced distortion. the same way, Wallace was the single recognized unio agent. Says Shawcross: "Larry Wallace and I toured th site twice and sometimes four times a day. The men g to know us as a team. They knew that we could latch o to their problems and deliver immediate results. The didn't have to chew it over dinner, breakfast and lunc and get all boiled up. They knew that something wou be done quickly and fairly."

Backing up the representatives system of conducting l bour relations was a project manager with the authori to make executive decisions. Head office had given Ga ton Girard the authority to run his own show. The resu was a refreshing lack of red tape. Instead of referring a issue to head office or a remote board of directors, G rard acted on his own.

n 25 years on construction sites, Girard has developed a full understanding of the good and bad in labour relations. **In his opinion, a contractor who lacks the confidence to give decision-making authority to the project manager stands a good chance of going over his budget. It is a sure way to encourage confusion and then labour trouble.** "It really counts with the men, when they can see a problem brought to the attention of the management that, within a day or less, brings down a solution," says Girard. "Even if the workers don't agree with the solution, it matters a great deal if they know the issue has been dealt with promptly, fairly and by a live and breathing management. Not by some vague and distant head office."

Wallace, chief union negotiator of the blanket and mark-up agreements, recalls that, "We couldn't live with the management the first month on the job, but after that everything started to fit into place." It was during that first month, before a firm agreement was signed that the single work disruption occurred. A one-week strike was settled by a new wage schedule compensating for a bonus asked for by workers who lived more than 40 miles from the site.

As well as covering all general terms and conditions of employment, the agreement provided a separate appendix for each of the 17 trades working on the project, referring to such items as wage rates and overtime provisions. After the collective agreement had been settled, union and management negotiators met for three days to work out a formula to keep jurisdictional disputes at a minimum. **The assignment of work to particular trades under the mark-up agreement became the bible of the project. It was vital for rendering decisions, as an estimated 70 per cent of grievances were jurisdictional in nature.**

"In our case, dealing with groups of workers from many districts each with their own local practices, I don't know how we would have got along without the mark-up," says Shawcross, a former army officer. "They say 'What do you mean! we've done it this way for 15 years in Halifax, or Montreal,' and out would come the mark-up."

Each subcontractor, on entering the site, was briefed by Shawcross on the meaning and intent of the contract. Thus each contractor knew the facts of life of the agreement before he started work. At the same time, the unions consulted with Wallace, who represented them through the Building Trades Council, their exclusive bargaining agent on the site.

The two representatives' intimate familiarity with the agreement gave them an understanding beyond that of the actual wording of the contract. They were able to apply to problems their knowledge of the discussions and understandings reached during negotiations. "Having negotiated with the union, I knew exactly what their thinking was at every stage," says Shawcross. "Full familiarity from the word 'go' helped a great deal."

Shawcross and Wallace were accustomed to handling problems on a first incident basis. They were usually able to come up with a decision the same day, after consulting everyone concerned. The outcome was a high degree of union and management confidence in the representatives. "There were instances where the unions found ways to cut corners, but I held the line," recalls Wallace. "The company did the same thing with their subcontractors. They played the game."

According to Girard, co-ordination of labour relations on a day-to-day basis, and the use of project agreements is not unique to the New Brunswick experiment. He mentions as examples projects at Churchill Falls, Que., Pine Point, Man., and at several places in British Columbia.

In reviewing the planning, co-operation and, eventually, mutual trust that was evident during the Ste. Anne-Nackawic project, Wallace suggests it should be mandatory for all contactors to reply to his question: "Considering the years of planning and millions of dollars you've invested in the planning of this project, how much of it has been devoted to labour relations,"

"If the answer," Wallace continues, is 'A few dollars here or there', or 'Less than five minutes,' then watch out! it means they don't understand industrial relations. They've left it all to clerks who are interested in payroll numbers. I would wish them luck. But they honestly don't deserve it."

Price indexes

Consumer, August

The consumer price index (1961 = 100) increased 0.7 per cent to 135.0 in August from 134.1 in July, and was 3.4 per cent above the August 1970 level of 130.5. All major components registered increases, except clothing which declined 0.2 per cent. A rise of 2.0 per cent in the food index was mainly responsible for the advance in the all-items index. There were increases also in the tobacco and alcohol component 0.7 per cent; transportation 0.5 per cent; housing 0.3 per cent; recreation and reading 0.2 per cent; health and personal care 0.2 per cent. Classified by goods and services, the commodities index advanced 0.8 per cent, and that for services 0.5 per cent. Non-durables, excluding food, increased 0.1 per cent, partly because higher prices for cigarette tobacco, beer, curtains, pharmaceuticals and household supplies, outweighed lower prices for fuel oil and clothing. The decrease in durables was mostly due to lower prices for new cars, furniture and carpets. The increase in the services index was mainly attributable to higher insurance rates, theatre and football admissions, taxi fares and dentists' fees.

The food index rose 2.0 per cent to 135.9 in August from 133.3 in July, and was 3.0 per cent above the August 1970 level of 131.9. The food-consumed-at-home component increased 2.2 per cent. The only major item in this component registering a decrease, was vegetab which declined 6.5 per cent with lower prices for c bages, lettuce, carrots and tomatoes. Fruit prices vanced with higher quotations for apples 8.9 per ce frozen orange juice 2.6 per cent; canned orange ju 1.9 per cent. Fresh oranges and bananas declined per cent and 1.7 per cent respectively. Egg prices creased 1.7 per cent—nearly 14 per cent below th level of a year ago. Dairy products increased 1.6 cent mainly because of a 1.9 per cent increase in fr milk, although higher prices were also recorded for p cessed cheese 1.4 per cent; cheddar cheese 1.2 per ce and powdered milk 0.9 per cent. The meat, fish a poultry component advanced 1.0 per cent with price creases of 2.5 per cent for poultry; 1.6 per cent for po 0.5 per cent for beef. The price of bakery and cer products moved up 0.6 per cent reflecting increases bread 1.1 per cent; cake mix 1.9 per cent; and sweet b cuits 1.3 per cent. Among other food items, the price butter rose 0.7 per cent; peanut butter 0.7 per ce salad dressing 0.8 per cent; honey 1.3 per cent; regu coffee 1.7 per cent; catsup 2.3 per cent. Margar prices declined 2.6 per cent; soft drinks 1.1 per cent; bags 1.2 per cent. Restaurant meal prices advanced per cent to a level 4.5 per cent above that of a year e lier.

The housing index rose 0.3 per cent to 137.5 from 13 and was 4.6 per cent above the August 1970 level. A per cent increase in the shelter component outweighe 0.1 per cent decline in the household operation com nent. In the shelter component, rent and home ov ership elements advanced—in home ownership, mai because of a rise of 1.7 per cent in new house prices, per cent in the dwelling insurance index, and 0.6 cent for repair charges. Among household operat items, fuel oil prices decreased 0.7 per cent as decli in Montreal, Hull and Ottawa outweighed increases Québec City and London. In the furniture index, sa were mainly responsible for a 1.2 per cent decrease declines were recorded for bedroom suites 2.0 per ce dinette suites 1.4 per cent; living room suites 0.8 cent; kitchen sets 0.4 per cent; floor coverings 0.6 cent. Higher prices for curtains in Toronto and V couver advanced the textiles index 0.4 per cent. creased rates in Ottawa and Toronto were chiefly sponsible for a 3.8 per cent increase in the househ effects insurance index. Among other housing items, price of toilet paper rose 2.4 per cent; scouring pow 1.3 per cent; soap flakes 1.1 per cent; light bulbs 0.9 cent; bleach 0.9 per cent.

The clothing index declined 0.2 per cent to 128.8 fr 129.1 but was 2.1 per cent higher than in August 19 The only component registering an increase w women's wear which rose 0.3 per cent with higher pri for underwear, hosiery and sweaters. The men's w component declined 1.3 per cent because of sale pri

for suits, undershorts, pyjamas and work shirts and socks. Higher prices were registered for sport shirts, slacks, nylons and other items. The indexes for children's wear and piece goods declined 0.1 per cent. The footwear component was unchanged.

The transportation index increased 0.5 per cent to 130.7 from 130.1 mainly because of a 0.6 per cent rise in the automobile operation component. Among automobile operation items, insurance rates increased 3.4 per cent; motor oil 0.5 per cent; gasoline 0.1 per cent. New car prices declined 0.2 per cent as the end of the model year approaches. Within the other transportation components there was an increase in the train fares index, and taxi fares rose 0.3 per cent.

The health and personal care index increased 0.2 per cent to 142.5 from 142.2 and was 1.6 per cent above its August 1970 level. The health care component advanced 0.3 per cent because of a 0.4 per cent increase in pharmaceuticals prices. A number of these items recorded increases, the most important being for headache tablets 3.0 per cent; vitamins 2.6 per cent; ointments 0.9 per cent; antiseptics 0.8 per cent. The personal care component moved up 0.1 per cent. Personal care supplies prices rose 0.2 per cent with higher prices for toothpaste 1.6 per cent; cleansing tissues 1.6 per cent; face powder 1.3 per cent; face cream 1.2 per cent; shaving cream 1.0 per cent. Reductions were recorded for toilet soap 1.4 per cent and toothbrushes 0.7 per cent.

The recreation and reading index rose 0.2 per cent to 135.8 from 135.5, mainly because of increased motion picture admission charges in Toronto and Sherbrooke and higher football admissions in Montreal. The price of camera film including processing declined 0.3 per cent. The recreation and reading index was 2.5 per cent higher than in August 1970.

The tobacco and alcohol index advanced 0.7 per cent to 129.6 from 128.7 and was 2.5 per cent higher than in August 1970. The alcoholic beverage index increased 1.1 per cent as higher beer prices in Quebec and Newfoundland outweighed some lower liquor prices in eastern Canada. The tobacco component rose 0.3 per cent. Mixed price movements across the country resulted in a marginal decrease in the cigarette index.

City Consumer, August

The consumer price index (1961 = 100) advanced in nine regional cities and city-combinations and declined in one. The movements ranged from an increase of 0.7 per cent in St. John's, Nfld., to a decrease of 0.2 per cent in Halifax. Food indexes increased in all cities mainly because of higher quotations for most meats, poultry, fresh fruits, and increased prices for restaurant meals. The housing components advanced in nine cities, reflecting generally higher rents and increased household contents insurance rates.

Regional consumer price index point changes between July and August were: St. John's +0.7 to 125.0; Montreal +0.5 to 127.8; Edmonton-Calgary +0.5 to 128.8; Winnipeg +0.4 to 129.4; Toronto +0.3 to 130.6; Ottawa +0.2 to 132.0; Saskatoon-Regina +0.2 to 124.0; Vancouver +0.2 to 127.6; Saint John +0.1 to 126.2; Halifax −0.2 to 127.3.

Wholesale, August

The general wholesale index (1935–39 = 100) advanced 0.3 per cent in August to 292.0 from the July index of 291.0. It was 2.8 per cent higher than the August 1970 index of 284.1. Four of the eight major group indexes were higher, three declined, and one was unchanged.

The animal products group index rose 1.7 per cent in August to 327.9 from 322.5 on higher prices for fresh meats, livestock, fishery products and milk and its products. An increase of 1.1 per cent to 403.4 from 399.0 in the wood products group reflected price increases for cedar, spruce and fir. Increases of 0.1 per cent or less occurred in two major group indexes—iron products to 318.2 from 317.9, and textile products to 262.3 from 262.2. The vegetable products group index declined 0.8 per cent to 236.0 from 238.0 on lower prices for grains, rubber and its products, and potatoes. Because of lower prices for copper and its products, there was a decrease of 0.3 per cent to 262.0 from 263.0 in the non-ferrous metal products group. The chemical products group index declined 0.2 per cent to 240.0 from 240.5.

U.S. consumer, August

The United States consumer price index (1967 = 100) advanced 0.3 per cent in August, or 0.4 per cent after adjustment for normal seasonal changes. Both figures were higher than in July, but less than in May and June. The index rose to 122.2 and was 4.5 per cent higher than a year ago. The items responsible for the increase in the August consumer price index were gasoline, medical care and household services. The index for foods bought in stores, and distinct from restaurant meals, were stable.

Provisions in major collective agreements in Canadian hospitals

The following information was extracted from a recent survey of 72 non-wage provisions in 42 major collective agreements in hospitals across Canada, and is on file with the Economics and Research Branch, Canada Department of Labour. The full study will be available from the Branch, and is part of a continuing series of the Analysis Section of the Collective Bargaining Division.

The agreements analyzed cover bargaining units ranging in size from 500 upwards, with one agreement covering 45,000 workers. The latter figure tends to cause some imbalance in the comparisions of frequency of provisions in agreements and the number of employees covered. The total number of employees covered in the 42 agreements was 118,761. Ninety-eight per cent of the employees in the survey were covered by agreements that were in effect as of January 1971.

The study was conducted by Mervyn McKenzie and Daniel Stace of the Branch, under the supervision of Dan Rosenbloom, Chief, Collective Bargaining Division. In a few cases, where the language used in the agreements left some doubt about meaning, the provisions were classified subject to the proviso that they may be open to other interpretations.

Management rights

These provisions delineate certain fuctions as falling within the exclusive jurisdiction of management. Generally speaking, two types of provisions were found. One was in the form of general statements that were broad and vague. The other tended to be more detail and specific by way of enumeration, and often includ the proviso that the exercise of those rights should r be inconsistent with the expressed terms of the agr ment. Of the agreements surveyed, only 6 did not ha a specific statement concerning management righ whereas **21 per cent of the agreements, which covered per cent of the employees, had a general statement: a 69 per cent, covering 33 per cent of the employees, hac specific provision that enumerated a list of functions belonging exclusively to management.** The mc frequently enumerated rights dealt with direction of t work force and control of operations.

Union security

Forty-five per cent of the agreements had no speci provision regarding union membership as a conditi of employment. Fifty-two per cent of the agreemen covering 78 per cent of the employees, had such a pro sion. Among the variations in union membersh clauses found in the survey, 6 agreements (5 per cent employees) provided for a straight union shop, agreements (66 per cent of employees) provided for modified union shop, and another 6 agreements (7 p cent of employees) provided for maintenance of mer bership for present and future members.

Employee security

Notice of layoff

Twenty-four per cent of the agreements, which covere 7 per cent of the employees, did not have a provisio that made it obligatory for the employer to give pri notice to employees destined to be laid off. Slight more than one third of the agreements, covering 62 p cent of the employees, provided for 2 weeks notice layoff. Nineteen per cent of the agreements (21 per ce of employees) had a provision for 4 weeks notice, an 10 per cent of the agreements (6 per cent of employee specified 1 week's notice prior to layoff. In 26 per cent the agreements, covering well over 50 per cent of em ployees, the practice of "bumping" was allowed.

Posting of job vacancies

Job posting was found to be standard practice in i stances giving rise to job openings. Eighty-six per ce of the agreements, covering 96 per cent of the emplo

es, had a provision incorporating the practice of posting bulletins of job vacancies, with preference for bids accorded to senior employees, provided that they are qualified to perform the job or are able to do so with relatively little training.

Hours of work

It was clearly established that an average of 5 days a week constitutes the normal workweek for employees in the survey. In terms of employee coverage, a shift of less than 8 hours a day was the norm. Seventy-four per cent of the employees were scheduled to work less than 8 hours a day or less than 40 hours a week. For these employees, the normal workweek averaged between 35 and 38¾ hours a week.

Shift premiums

Eighty-seven per cent of the employees were covered by provisions that guaranteed payment of shift differentials for work performed on second (evening) or third (night) shifts. These differentials were usually expressed in cents-an-hour or cents-a-day additions to the regular or basic day-shift rates. In terms of employee coverage, the most prevalent shift differentials were $1.85 (second shift) and $1.10 (third shift). Next in order of frequency was $1 a day for second and third shifts. Cents-an-hour differentials were found in 6 agreements (11 per cent of employees), and ranged from 5 cents an hour to 16 cents an hour for work on second and third shifts.

Paid holidays

All agreements in the survey provided for paid statutory holidays. The number of paid holidays a year ranged from 9 to 13 days. The average annual number of paid holidays for each worker was 10.7.

Vacations

Vacation benefits were related to years of service, and they ranged from 2 weeks after 1 year or less of continuous service to 6 weeks after 24 years of service. Eighty-four per cent of the employees were entitled to a minimum of 2 weeks paid vacation after 1 year or less of service. The established trend in the agreements was for the employer to grant pay at the basic rate attained by the employee prior to the commencement of the vacation period. Only 6 agreements, which covered 4 per cent of the employees, had a specific provision that endorsed the practice of vacation carry-over.

Sick leave

Ninety-nine per cent of the agreements with the same percentage coverage for employees in the survey contained specific provisions for paid sick leave. The average annual number of days paid sick leave for each employee was 15.6. Accumulation of unused sick leave was found to be standard practice, with slightly more than half of the employees in the survey being covered by provisions for indefinite accumulation.

Management Rights

Provision	Agreements		Employees Covered	
	No.	Per cent	No.	Per cent
No provision	6	14	11,024	9
General statement of management rights	9	21	68,900	58
Enumerated list of management rights—residual rights with management	9	21	15,270	13
Enumerated list of management rights—residual rights silent	18	43	23,567	20
Total	42		118,761	

Union Security

Provision	Agreements		Employees Covered	
	No	Per cent	No.	Per cent
Membership				
No provision regarding union membership as a condition of employment	19	45	26,452	22
Union shop	6	14	5,554	5
Modified union shop	11	26	78,550	66
Maintenance of membership for present and future members	6	14	8,205	7
Total	42		118,761	
Checkoff				
No provision	2	5	5,725	5
Provision for checkoff (other than Rand Formula)	16	38	39,065	33
Compulsory checkoff for all employees (Rand Formula)	24	57	73,971	62
Total	42		118,761	

Notice of Lay-off

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per cent
No provision	10	24	8,211	7
1 week or less	4	10	6,505	6
2 weeks	15	36	72,986	62
4 "	8	19	25,3999	21
Other	5	12	4,660	4
Total	42		118,761	

Hours of Work

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per cent
Daily hours*				
7 hours and 15 minutes	2	5	5,500	5
7 " " 30 "	3	7	15,124	13
7 " " 45 "	4	10	3,550	3
8 "	26	62	31,187	26
Other (varies according to occupations category; range 7 to 7 hours and 45 minutes	7	17	63,400	53
Total	42		118,761	
Weekly hours*				
36 hours, 15 minutes	2	5	5,500	5
37 " 30 "	3	7	15,124	13
38 " 45 "	4	10	3,550	3
40 "	26	62	31,187	26
Other (varies according to occupational category; range 35 to 38 hours, 45 minutes	7	17	63,400	53
Total	42		118,761	

*Average

Shift Premium—Second Shift

Provision	Agreements No.	Agreements Per cent	Employee Covered No.	Employee Covered Per ce
No provision	8	19	14,467	
5 cents an hour	2	5	1,500	
8 " " "	1	2	725	
10 " " "	1	2	9,000	
12½ " " "	1	2	550	
13 " " "	1	2	1,124	
Less than $1.00 a day	4	10	3,965	
$1.00 a day	14	33	13,530	
$1.20 a day	1	2	5,000	
$1.85 a day	9	21	68,900	
Total	42		118,761	

Shift Premium—Third Shift

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per ce
No provision	9	21	15,232	
5 cents an hour	2	5	1,500	
10 " " "	1	2	9,000	
12½ " " "	1	2	550	
13 " " "	1	2	1,124	
16 " " "	1	2	725	
75 " " "	3	7	3,095	
$1.00 a day	13	31	12,915	
More than $1.00 a day	11	26	74,620	
Total	42		118,761	

Number of Paid Holidays

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per ce
9 days	2	5	3,190	
10 "	26	62	38,092	
12½ "	1	2	800	
11 "	12	29	69,679	
13 "	1	2	7,000	
Total	42		118,761	

Paid Vacation—2 weeks

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per cent
No provision	8	19	18,900	16
Less than 1 year	8	19	11,275	9
1 year	26	62	88,586	75
Total	42		118,761	

Paid Vacation—3 weeks

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per cent
No provision	1	2	5,000	4
Less than 1 year	3	7	6,300	5
1 year	11	26	16,500	14
2 years	8	19	66,825	56
3 "	2	5	10,124	9
5 "	8	19	6,166	5
6 "	4	10	3,050	3
7 "	5	12	4,796	4
Total	42		118,761	

Paid Vacation—4 weeks

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per cent
No provision	1	2	690	1
1 to 4 years	8	19	20,930	18
8 years	2	5	10,124	9
10 "	7	17	63,400	153
11 "	1	2	725	1
12 "	4	10	6,250	5
13 "	1	2	900	1
15 "	6	14	6,125	5
16 "	4	10	3,826	3
17 "	3	7	1,935	2
18 "	2	5	1,600	1
20 "	2	5	1,336	1
22 "	1	2	950	1
Total	42		118,761	

Paid Vacation—5 weeks

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per cent
No provision	35	83	99,742	84
16 years	2	5	10,124	9
20 "	1	3	6,525	6
25 "	2	5	2,370	2
Total	42		118,761	

Paid Vacation—6 weeks

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per cent
No provision	40	95	108,637	91
24 years	2	5	10,124	9
Total	42		118,761	

Paid Sick Leave Number of Days Yearly*

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per cent
No provision	1	2	720	1
10 days a year	1	2	1,500	1
12 " " "	11	26	8,407	7
15 " " "	11	26	70,250	59
18 " " "	16	38	36,084	30
Other	2	5	1,800	2
Total	42		118,761	

*Excludes supplements to accident and sickness insurance.

Accumulation of Unused Sick Leave

Provision	Agreements No.	Agreements Per cent	Employees Covered No.	Employees Covered Per cent
No provision	1	2	720	1
Between 60 and 90 days	7	17	5,642	5
" 110 " 120 "	10	24	30,189	25
" 150 " 180 "	3	7	2,050	2
" 200 " 240 "	7	17	16,050	14
Indefinite accumulation	10	24	6,085	51
Other	4	10	4,025	3
Total	42		118,761	

UIC advisory committee report

A deficit of $135 million in the operations of the Unemployment Insurance Fund during the 1970-71 fiscal year has been announced in the annual report of the Unemployment Insurance Advisory Committee. This left a balance in the Fund on March 31, 1971, of $325 million. The report continues: Statistics Canada estimates that on June 1, 1970, the number of persons covered by unemployment insurance was 5.4 million, an increase of 100,000 from the year before. The insured population represents approximately 75 per cent of the paid workers segment of the labour force. Both the number of insured workers and the percentage ratio will be substantially increased when the extended coverage provided by the new Unemployment Insurance Act comes into effect in January 1972.

The 1970-71 contribution revenue of $594 million was marginally greater than the record of $590 million during 1969-70. Aggregate benefit payments amounting to $758 million were about 40 per cent higher than the record amount of benefits paid during the previous fiscal year. The primary cause of the increase in aggregate benefit payments was the level of unemployment, which averaged 6.4 per cent during 1970-71. The resulting deficit of $135 million in the Fund's operations during 1970-71 was close to what was forecast in the Committee's report last year. At that time (July 1970) it was estimated that if the level of unemployment averaged 6.5 per cent during 1970-71 a deficit of about $130 million could be expected. Under the general circumstances prevailing during the year, revenue from contributions and interest on investments would have bee sufficient to provide for benefits if the level of unen ployment for the year had been around 5.3 per cent.

With the adoption of the amended Unemployment I surance Act, significant changes will take place in th method of financing the program. The Committee not that a substantial balance was carried over into th present fiscal year and that, in addition, an adjuste scale of transitional contribution rates has been put in effect for the period July to December 1971 to provic for financing the program until the provisions of th new Act became fully operative on January 2, 1972.

UIC Statistics

	1971	1970	End of Mar 1969	19
	(in millions)			
Balance in the fund	$323	$458	$382	$3
Balance increase from previous year	—	76	79	
Balance decrease from previous year	135	—	—	
Employer and employee contributions	495	491	433	3
Government of Canada contributions	99	98	86	
Interest on investments	29	27	18	
Ordinary benefit payments	614	440	373	3
Seasonal benefit payments	144	101	85	
	(numbers in thousands)			
Number of initial claims received	1,770	1,451	1,380	1,3

General topics

December credits

construction success story, p. 788, was taken from Teamwork in Industry, a publication of the Labour-Management Consultation Branch, Canada Department of Labour.

Certification before the CLRB, p. 800, is prepared by the Employee Representation Branch of the Department of Labour, and covers proceedings under the Industrial Relations and Disputes Investigation Act involving the functions of the Canada Labour Relations Board, for which the Employee Representation Branch of the Department is the administrative agency.

Conciliation before the Minister of Labour, p. 802, originates with the Conciliation and Arbitration Branch of the Department of Labour, and covers proceedings under the Industrial Relations and Disputes Investigation Act involving the administrative services of the Minister of Labour and the Conciliation and Arbitration Branch of the Department.

Photos. NFB: Cover, p. 781, 784, 790, 792. Department of Information and Publications, York University, Downsview, Ont.: p. 771. The Public Archives of Canada: p. 772. Murray MacGowan, p. 775, 783. Pridham's Studio Ltd., Sackville, N.B.: p. 776. Murray Mosher: p. 779.

Employment review

As at August 20, there were 455,000 persons unemployed compared with 514,000 in July, and 448,000 in August 1970. The seasonally adjusted unemployment rate was 6.5 per cent, after declining to 6.3 per cent in July from 6.4 per cent in June, and the unadjusted rate, representing the actual unemployment as a per cent of the labour force, declined to 5.1 in August from 5.7 in July. Total employment decreased for the third consecutive year between July and August. It was 8,517,000 in August, compared with 8,554,000 in July. Compared with last year, employment increased 245,000, or 3.0 per cent. The total labour force, at 8,972,000, was 96,000 lower than in July, but 252,000, or 2.9 per cent, higher than in August 1970.

Employment

Employment declined by 37,000 between July and August to a total of 8,517,000 (unadjusted) but was 245,000, or 3.0 per cent, higher than in August 1970. There was a small increase in the number of men, 11,000, and a large reduction among women, 48,000—a substantial portion of which 28,000, was among women 25 years of age and over.

Among industries an above-average expansion in manufacturing, 50,000, was offset by an even larger contraction in community, business and personal service, 69,000. There were declines in public administration, 30,000, and in finance, insurance and real estate, 13,000. Agricultural employment increased slightly by 10,000.

The largest decrease in total employment between July and August occurred in Ontario, 23,000. The decline in the Atlantic region, 10,000, was slightly higher than usual, but in other regions changes were small.

Seasonally adjusted employment

The seasonally adjusted level of employment, at 8,104,000, was slightly below the July level of 8,111,000. Regionally, the largest change was a decrease of 12,000 in Ontario. Other regions showed little change.

Unemployment

There was a reduction of 59,000 in the number of unemployed persons between July and August. Most of the decline, 53,000, was among 14 - 24 year olds, as students left the labour market. Compared with the last three

years, the decline among young persons was light. All regions contributed to the total decline in employment. The overall unemployment level was not much higher than a year earlier, as an increase in the 14 - 24 year age group was offset by a decrease among those 25 years of age and over.

Seasonally adjusted unemployment rate

The increase in the seasonally adjusted unemployment rate reflected an advance in the rate for persons under the age of 25, from 10.8 per cent in July to 11.8 per cent in August. The rate for persons 25 years and over declined to 4.4 per cent from 4.8 per cent with both men and women contributing.

U.S. employment

Unemployment in September was 4,800,000, compared with 5,100,000 in August. The seasonally adjusted rate of unemployment was 6.0 per cent compared with 6.1 per cent in August; the actual rate of unemployment was 5.7 per cent compared with 5.9 per cent in August. The civilian labour force was 84,135,000.

Unemployment insurance fun

During August, 1971, 17,217 investigations were fin ized across Canada. Of these 8,835 were on-premises vestigations and 1,470 were selective investigations verify the fulfilment of statutory conditions. The maining 717 formal investigations and 6,195 post au investigations were in connection with claimants s pected of making false statements to obtain benef Punitive disqualifications as a result of claimants ma ing false statements or misrepresentations numbe 1,960. Prosecutions were commenced in 73 cases, against claimants. This does not include employer pr ecutions commenced by the Revenue Branch.

Revenue received by the Unemployment Insura Fund totalled $61,261,413.66 in August compared w $55,490,172.44 in July and $58,738,246.01 in Aug 1970. **Benefits paid in August totalled $46,094,219 (including $7,200,924.00 under the new Act) compa with $43,870,914.10 in July and $41,377,428.23 in gust 1970.** The balance in the Fund on August 31 v $273,915,168.97 compared with $258,747,974.96 in J and $438,152,193.62 in August 1970.

Decisions of the umpire

CUB 3042. The claimant filed an application for benefit to be effective May 3. He declared that he had been a doorman at a hotel for the previous month and a half, and that his employment had been terminated because of lack of work. More than a month later, he asked that his claim be antedated by two weeks because, during the last two weeks of his employment, he had worked part time, earning only $20.

In making this claim, he said that he didn't apply earlier as he did not want to claim unemployment insurance because of a previous experience when it took him nine and a half weeks to draw benefits. He reported also that, during the last two weeks of his employment, he had travelled to several centres in Ontario looking for work. Nevertheless, **the insurance officer declared that the claimant had not "established good cause" for the delay in making his claim.**

In his appeal to the board of referees, the claimant s that he failed to make an earlier claim because he did think that he would have difficulty finding work a didn't want to bother the Commission. But the boa concluded that the claimant himself had made the de sion not to file his claim and that there was no evide that he was prevented from doing so. They disallow the appeal.

The umpire agreed with the decision of the board, cit an earlier decision that said: "It would appear that s ficient grounds have not been given by the claimant not making his claim at the earlier date. His statem that he preferred to obtain work in preference to ben indicates that he knew he was entitled to make a cla for benefit but preferred not to do so and tried to obt work. **There appears to have been no lack of und standing by the claimant of the regulations govern claims . . ." He dismissed the appeal.**

The Canada Labour Code—Part V

Part V of the Canada Labour Code (Ch. L-1, RSC 1970) came into force on July 15, 1971, and replaces the Industrial Relations and Disputes Investigation Act of 1948.

Decisions, orders and certificates given under the former Act remain in force. The Industrial Relations and Disputes Investigation Regulations and the Rules of Procedure of the Canada Labour Relations Board remain in force and apply, with the necessary changes, to Part V of the Code.

The Code applies to federal works, undertakings and businesses, meaning industries and services within the legislative authority of the Parliament of Canada, including navigation, shipping, interprovincial railways, canals, telegraphs, interprovincial and international steamship lines and ferries, aerodromes and air transportation, radio broadcasting stations, and works declared by Parliament to be for the general advantage of Canada or two or more of its provinces. The Code also provides that provincial authorities, if they so desire, may enact similar legislation for application to industries within provincial jurisdiction and make mutually satisfactory arrangements with the federal Government for the administration of such legislation.

The Minister of Labour is charged with the administration of the Code and is directly responsible for the appointment of conciliation officers, conciliation boards, and industrial inquiry commissions concerning complaints that Part V of the Code has been violated or that a party has failed to bargain collectively, and for controlling applications for consent to prosecute.

The Canada Labour Relations Board is empowered under the Code to administer: provisions concerning the certification of bargaining agents; the writing of provisions—for incorporation into collective agreements—that fix a procedure for the final settlement of disputes concerning the meaning or violation of such agreements; and the investigation of complaints referred to it by the Minister that a party has failed to bargain collectively and to make every reasonable effort to conclude a collective agreement.

Copies of the Code, the Regulations, and the Rules of Procedure of the Canada Labour Relations Board are available from the Canada Department of Labour, Ottawa.

Proceedings under Part V of the Canada Labour Code are reported here under two headings: Certification (and other proceedings before the Canada Labour Relations Board); and Conciliation (and other proceedings before the Minister of Labour.)

Industrial Relations Officers of the Department of Labour are stationed at Vancouver, Winnipeg, Toronto, Ottawa, Montreal, Halifax and St. John's, Newfoundland. The territory of the officers resident in Vancouver comprises British Columbia, Alberta and the Yukon and Northwest Territories; officers stationed in Winnipeg cover the provinces of Saskatchewan and Manitoba and Northwestern Ontario; officers resident in Toronto confine their activities to Ontario; officers in Montreal are assigned to the province of Quebec; and officers resident in Halifax and St. John's represent the Department in the Atlantic Provinces. In addition, there are Industry Specialists, located at Vancouver, Toronto, Ottawa and Montreal, whose main function is to maintain a continuing relationship with labour and management within specified industries to prevent serious disputes from arising, and to mediate such disputes when they do occur.

The headquarters of the Conciliation and Arbitration Branch and of the Employee Representation Branch are in Ottawa.

Certification

The Canada Labour Relations Board met for one day during September. It granted seven applications for certification, rejected one, and permitted the withdrawal of four. The Board also issued Reasons for Judgment rejecting a request for review of an earlier decision and permitted the withdrawal of one other such case. During the month the Board received fourteen applications for certification.

Applications for certification granted

General Truck Drivers and Helpers Union, Local 31, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of drivers, warehousemen and maintenance men, employed by T.I.M.E.—D.C. Inc., at its Burnaby, B.C., terminal. (LG, Oct., p. 691).

General Truck Drivers and Helpers Union, Local 31, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of warehousemen, furniture operators, packers and swampers employed by Bekins Moving & Storage Company Limited, at its Vancouver terminal. (LG, Oct., p. 691).

General Truck Drivers and Helpers Union, Local 31, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of drivers employed by the Commercial Truck Company Limited, New Westminster, B.C. (LG, Oct., p. 691).

General Truck Drivers and Helpers Union, Local 31, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of cranemobile operators, swampers, and truck operators employed by Arrow Transfer Company Limited, North Vancouver, B.C. (LG, Oct., p. 691).

General Truck Drivers and Helpers Union, Local 31, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of city P&D drivers, and foreman (lead hand) e ployed by Soo-Security Motorways Ltd., at its Burna B.C., terminal. (LG, Oct., p. 691).

General Truck Drivers and Helpers Union, Local International Brotherhood of Teamsters, Chauffeu Warehousemen and Helpers of America, on behalf o unit of drivers, dockmen, and dispatcher/foreman e ployed by O.N.C. Motor Freight System, Burnaby, B (LG, Oct., p. 691).

United Steelworkers of America on behalf of a unit employees of Dominion Catering Company Limit Toronto, Ont., employed on the properties of Gi Yellowknife Mines Limited, Yellowknife, NWT. (L Nov., p, 746).

Application for certification rejected

Brotherhood of Railway, Air Line and Steamsh Clerks, Freight Handlers, Express and Station Empl ees, applicant, and Western Terminals Limited, Cor Brook, Nfld., respondent. The Board found that the plication was in fact one for review of the Order of C tification and further that the watchmen applied for not constitute a group appropriate for inclusion in bargaining unit set out in the said Order. (LG, Nov. 746).

Requests for review under Section 163(2)

The Board received a request made by the National sociation of Broadcast Employees and Technicians fo review of the Order of Certification of June 30, 1965, fecting a unit of employees of the Telegram Printing Publishing Co. Ltd. (now CKTS Radio Sherbroo Ltée) employed at Radio Station CKTS, Sherbroo Que.

he Board granted permission to the International Association of Machinists and Aerospace Workers to withdraw its request for review of the Board's Order of Certification of December 18, 1961, as amended on May 8, 1969, affecting a unit of food handling employees in the Catering Department of the Quebec North Shore and Labrador Railway Company, Sept-Iles, Que. (LG 1961, p. 1269; 1969, p. 400).

he Board issued Reasons for Judgment in rejecting a request for review received from the Transport Drivers, Warehousemen and Helpers Union, Local 106, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, concerning an earlier decision by which Local 106 had been denied certification as bargaining agent for a unit of telephone employees of Voyageur (1969) Inc., Montreal, Que. (LG, Oct., p. 690, Nov., p. 748).

pplications for certification received

ir Line Employees Association, International, on behalf of a unit of station and reservations agents employed by Hughes Air Corp. d/b/a Air West, at Calgary, Alta. (Investigating Officer: H. A. Fisher).

ocal 9-862, Oil, Chemical and Atomic Workers International Union on behalf of a unit of employees employed by the West Coast Transmission Company Limited, at its plant in Fort Nelson, B.C. (Investigating Officer: G. W. Rogers).

eafarers' International Union of Canada on behalf of a nit of unlicensed personnel employed aboard the M.V. acouna by Messagerie Cotière Ltée, Montreal, Que. nvestigating Officer: G. A. Plante).

anadian Brotherhood of Railway, Transport and Gen-al Workers on behalf of a unit of cashiers and ticket llers employed by Voyageur (1969) Inc., Montreal, ue., in its Abitibi region (Investigating Officer: G. A. lante).

eneral Drivers, Warehousemen and Helpers, Local o. 979, International Brotherhood of Teamsters, hauffeurs, Warehousemen and Helpers of America, n behalf of a unit of city pick-up and delivery drivers nd helpers employed by Imperial Roadways Limited t its Winnipeg terminal. (Investigating Officer: A. E. oppel).

Public Service Alliance of Canada on behalf of a unit of employees of Defence Construction (1951) Limited, Ottawa, Ont., employed at Department of National Defence establishments in Penhold, Alta., Shilo, Man., Borden, Ont., and Debert, N.S. (Investigating Officer: J. G. Hoba).

General Teamsters Local 362, Chauffeurs, Teamsters and Helpers Local 395, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of drivers and dockmen employed by MacKays Transport Company Limited, Lloydminster, Alta. (Investigating Officer: A. E. Koppel).

General Drivers Union Local 989, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of guards employed by Atomic Energy of Canada Limited, at its Chalk River Nuclear Laboratories. (Investigating Officer: Miss P. Patterson).

Syndicat National des Employés de l'Alimentation en Gros de Québec Inc. on behalf of a unit of drivers and packers employed by G. Gagné Transport Ltée., Quebec, Que, (Investigating Officer: G. A. Plante).

International Longshoremen's Association, Local 1845, on behalf of a unit of dock workers employed by Canada Steamship Lines Limited in Montreal and Valleyfield, Que. (Investigating Officer: Miss M.-P. Bigras).

Seafarers' International Union of Canada on behalf of a unit of unlicensed employees of Smit & Cory International Port Towage Ltd., Halifax, N.S. (I. H. Mathers & Son Ltd., as agents), employed aboard the tugs Anglegarth, Delegarth, and Thornegarth. (Investigating Officer: C. A. Ogden).

Teamsters, Chauffeurs, Warehousemen, Helpers and Miscellaneous Workers, Local 76, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of employees of Seaboard Express Lines Limited, Saint John, N.B. (Investigating Officer; R. L. Kervin).

Cartage and Miscellaneous Employees Union, Local 931, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of drivers, packers, and warehousemen employed by Borisko Brothers (Quebec) Limited, Dorval, Que. (Investigating Officer: Miss M.-P. Bigras).

Conciliation

During September the Minister of Labour appointed conciliation officers to deal with the following disputes:

Les Déménagements Côté Ltée, Québec, Qué., and Transport Drivers, Warehousemen and Helpers Union, Local 106 (Conciliation Officer: G. R. Doucet).

Eastern Provincial Airways (1963) Limited, Gander, Nfld., and International Association of Machinists and Aerospace Workers, Lodge No. 1763 (representing clerical and office workers) (Conciliation Officer: W. J. Gillies).

The Sudbury Broadcasting Company Limited (Radio Stations CHNO and CFBR) Sudbury, Ont., and National Association of Broadcast Employees and Technicians (Conciliation Officer: K. Hulse).

Detroit and Canada Tunnel Corporation, and the International Union, United Automobile, Aerospace & Agricultural Implement Workers of America—UAW, Local 195 (Conciliation Officer: H. A. Fisher).

Air Canada, Montréal International Airport, and District Lodge 148, International Association of Machinists and Aerospace Workers (representing Printing Bureau Employees at Dorval) (Conciliation Officer: G. R. Doucet).

Maple Leaf Mills Limited, St. Boniface, Man., and Local 534, Canadian Food and Allied Workers (Conciliation Officer: A. E. Koppel).

The Ogilvie Flour Mills Company Limited, Winnipeg, Man., and Local 520, Canadian Food and Allied Workers (Conciliation Officer: A. E. Koppel).

Radio-Etchemin Inc. (CFLS), Lévis, Qué., and le Syn cat des employés de Radio-Etchemin (CFLS) C (Conciliation Officer: G. R. Doucet).

Voyageur (1969) Inc. (Abitibi Division), and Canadi Brotherhood of Railway, Transport and General Wo ers (Conciliation Officer: G. R. Doucet).

Settlements by conciliation officers

Eastern Provincial Airways (1963) Limited, Gand Nfld., and International Association of Machinists a Aerospace Workers, Lodge No. 1763 (representing cle cal and office workers) (Conciliation Officer: W. J. G lies) (see above).

St. Eustache Transport Inc., St. Eustache, Qué., a Transport Drivers, Warehousemen and Helpers' Uni Local 106 (Conciliation Officer: M. Archambault) (L Nov., p. 748).

Maple Leaf Mills Limited, Calgary, Alta., and Ca dian Food and Allied Workers, Local P1145 (Concil tion Officer: D. H. Cameron) (LG, Nov., p. 749).

CP Air, Vancouver International Airport, and Ca dian Air Line Flight Attendants Association (Concil tion Officer: G. W. Rogers) (LG, Sept., p. 627).

Parkins Construction Ltd., Edmonton, Alta., a United Brotherhood of Carpenters and Joiners America, Local Union No. 2499 (Conciliation Offic G. W. Rogers) (LG, Aug., p. 545).

Cape Breton Broadcasters Limited (Radio Stati CJCB and CJCX, Sydney, N.S.) and International liance of Theatrical Stage Employees and Moving P ture Machine Operators of the United States and C ada (Conciliation Officer: C. A. Ogden) (LG, July, 478).

Conciliation boards appointed

CHLT Radio Sherbrooke Ltée, Sherbrooke, Qué., a National Association of Broadcast Employees a Technicians (LG, Nov., p. 748).

CHLT Télé-7 Ltée, Sherbrooke, Qué., and National sociation of Broadcast Employees and Technicians (L Nov., p. 748).

legram Printing & Publishing Co. Ltd., (Radio Sta- n CKTS-AM), Sherbrooke, Qué., and National Asso- ition of Broadcast Employees and Technicians (LG, ov., p. 748).

nsolidated Aviation Fueling of Toronto Ltd., To- nto International Airport, and District Lodge 717, In- rnational Association of Machinists and Aerospace orkers (LG, Nov., p. 749).

yal Canadian Mint, Ottawa, Ont., and Public Service liance of Canada (LG, Nov., p. 749).

nadian National Hotels Limited (Fort Garry Hotel), innipeg, Man., and Local 272, Canadian Brotherhood Railway, Transport and General Workers (LG, Nov., 749).

nadian National Hotels Limited (Bessborough Ho- l), Saskatoon, Sask., and Canadian Brotherhood of ailway, Transport and General Workers (LG, Nov., p. 49).

he Pelee Shipping Company Limited, St. Thomas, nt., and Seafarers' International Union of Canada G, Oct., p. 692).

oyageur (1969) Inc., Montréal, Qué., and Transport rivers, Warehousemen and Helpers Union, Local 106 G, Oct., p. 692).

onciliation boards fully constituted

he Board of Conciliation and Investigation established deal with a dispute between Bell Canada, Montréal, ué., and Traffic Employees Association (LG, Nov., p. 49) was fully constituted with the appointment of homas C. O'Connor of Toronto as chairman. Mr. 'Connor was appointed by the Minister on the joint commendation of the other two members of the Board, mpany nominee Gordon F. Harrison, Montréal, and nion nominee Douglas Fisher, Kanata, Ont.

he Board of Conciliation and Investigation established deal with a dispute between La Compagnie de Ra- odiffusion CKCH de Hull Limitée, Hull, Qué., and ational Association of Broadcast Employees and echnicians (LG, Oct., p. 693) was fully constituted with the appointment of Roland Tremblay of St-Jean, Qué. as chairman. Mr. Tremblay was appointed by the Minister on the joint recommendation of the other two members of the Board, company nominee Paul Jolin and union nominee Jacques Chaloult, both of Montréal.

Conciliation board reports received

Motor Transport Industrial Relations Bureau of Ontario (Inc.), Rexdale, Ont. (representing various trucking companies) and Teamsters Local Unions 91, 141, 879, 880 and 938 (representing drivers and maintenance employees) (LG, Nov., p. 750). (Full text appears in Supplement No. 7, 1971).

Atomic Energy of Canada Limited (Whiteshell Nuclear Research Establishment), Pinawa, Man., and United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada, Local 254 (LG, Sept., p. 628). (Full text appears in Supplement No. 7, 1971).

Settlement by conciliation board

CFRA Limited, Ottawa, Ont., and Association of Canadian Television and Radio Artists (ACTRA) (LG, Oct., p. 693).

Settlements after board procedure

National Harbours Board, Port of Québec, and Brotherhood of Railway, Airline and Steamship Clerks, Freight Handlers, Express and station Employees (representing general operations, maintenance and cold storage warehouse employees) (LG, Sept., p. 628).

Brunterm Limited, Saint John, N.B., and International Longshoremen's Association, Local 273 (LG, Oct., p. 693).

Strike action

Atomic Energy of Canada Limited (Whiteshell Nuclear Research Establishment), Pinawa, Man., and United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada, Local Union No. 254 (strike commenced September 21) (see above).

Publications in the library

List No. 273

The publications listed below are recent acquisitions. They may be borrowed through a local library (business, university, public, etc.) or directly if there is no local library. Please indicate the publication number and the month listed, when requesting loans.

Accident prevention

■ **No. 1—U.S. Bureau of Labor Standards.** Inspection survey guide; a handbook of guides and references to safety and health standards for federal contracts programs. Washington [G.P.O., 1970] iv. (unpaged).

■ **No. 2—U.S. Congress. Senate. Committee on Labor and Public Welfare. Subcommittee on Labor.** Occupational safety and health act, 1970. Hearings, Ninety-first Congress, first and second sessions, on S.2193 and S.2788 ... Washington, G.P.O., 1970. 2v. (xi, 1790p.) Hearings held Sept. 30, 1969-May 5, 1970.

Biographies

■ **No. 3—De Caux, Len.** Labor radical; from the Wobblies to CIO, a personal history. Boston, Beacon Press [1970] 557p.

■ **No. 4—Jardim, Anne.** The first Henry Ford: a study in personality and business leadership. Cambridge, MIT Press [1970] ix, 278p.

■ **No. 5—Terzian, James P.** Mighty hard road; the story of Cesar Chavez [by] James P. Terzian and Kathryn Cramer. Garden City, N.Y., Doubleday, 1970. 136p.

Business

■ **No. 6—Conference Board.** Financial manuals, by Patrick J. Davey. [New York, 1971] iv, 76p.

■ **No. 7—Conference Board.** Managing the corpor tax function, by David I. fisher [and others] New Yo 1971. 52p.

■ **No. 8—Heald, Morrell.** The social responsibili of business, company, and community, 1900-19 Cleveland, Press of Case Western Reserve Univers 1970. xix. 339p.

■ **No. 9—Potter, Calvin Cuthbert.** Finance and bu ness administration in Canada. 2d ed. Scarborou Ont., Prentice-Hall of Canada [1970] 706p.

■ **No. 10—Seligman, Ben Baruch.** The potentat business and businessmen in American history. N York, Dial Press, 1971. 402p.

Civil service

■ **No. 11—Public personnel administration—thre old or crossroad?** [by] H. George Frederickson [and o ers. Chicago] Public Personnel Association [1970] 38p

■ **No. 12—Social trends: their impact on the pub service** [by] William L. Slayton [and others. Chica Public Personnel Association [1970] 40p.

Economic conditions

■ **No. 13—International Economic Association.** Int national economic relations: proceedings of the Th Congress of the International Economic Associat [held in Montreal, 2-7 Sept. 1968]; edited by Paul Samuelson. London, Melbourne [etc.] Macmillan; N York, St. Martin's P., 1969. x, 281p.

■ **No. 14—Mid-Canada Development Foundati Mid-Canada report.** Prepared and edited by John Hallward. Translated by G.G. Chamaillard & Assoc [n.p.] c1971. xi, 114p. English and French in para columns.

■ **No. 15—Organization for Economic Co-operat and Development.** Development Centre. Productiv and economic planning. [Paris, 1970] 323p.

■ **No. 16—Organization for Economic Co-operat and Development.** Economic Policy Committee. Wo ing Party No. 2. The growth of output 1960-1980; r rospect, prospect and problems of policy. Paris, 19 280p.

onomics

No. 17—Galbraith, John Kenneth. A contemporary ide to economics, peace and laughter. Essays edited Andrea D. Williams. Boston, Houghton Mifflin 971] 382p.

No. 18—Silk, Leonard Solomon. Contemporary nomics; principles and issues. New York, McGraw-ll [c1970] viii, 407p.

nployees—training

No. 19—Australian Mission to Study Methods of aining Skilled Workers in Europe. The training of illed workers in Europe; report. [Melbourne, Austra- Department of Labour and National Service, 1970] 76] p. Summary. 49p. 25cm.

No. 20—Lovin, Bill C. Coaching, learning, and ac-on, by Bill C. Lovin and Emery Reber Casstevens. lew York] Management Association, 1971. vi, 169p.

urope

No. 21—Commission of the European Communities. cial progress in Europe; action by the Commission in e field of social affairs in 1969. Brussels, Luxembourg, 70. 31p.

No. 22—Feld, Werner Joachim. Transnational busi-ess collaboration among Common Market countries: implication for political integration. Foreword by J. obert Schaetzel. New York, Praeger [1970] xiv, 139p.

come

No. 23—Clegg, Hugh Armstrong. How to run an in-mes policy and why we made such a mess of the last ne. London, Heinemann [1971] 88p.

No. 24—Conference on Education and Income, Uni-rsity of Wisconsin, 1968. Education, income, and hu-an capital, edited by W. Lee Hansen. New York, Na-nal Bureau of Economic Research, 1970. x, 320p. onference jointly sponsored by the Dept. of Econom-s, University of Wisconsin and the Conference on Re-arch in Income and Wealth.

No. 25—Rothschild, Kurt Wilhelm. Development of come distribution by factor shares in Western Europe. aris, O.E.C.D., 1971] 176p.

■ **No. 26—Stevens, Robert Bocking, comp. Income security.** Editor: Robert B. Stevens. New York, Chelsea House Publishers [1970] x, 919p. Consists of Federal legislation, extracts from congressional debates, house hearings and presidential statements.

■ **No. 27—U.S. Bureau of the Census.** Income in 1969 of families and persons in the United States. [Washington, G.P.O., 1970] 136p. Current population reports: Consumer income, Series P-60, no. 75.

Industrial disputes

■ **No. 28—American Enterprise Institute for Public Policy Research.** Proposals to deal with national emergency strikes. Washington [1969] iii, 94p.

■ **No. 29—Conciliation and arbitration of industrial disputes in English-speaking countries of Africa;** record of proceedings of, and contributions submitted to, an African Regional Seminar (Kampala, November 1969). Geneva, International Labour Office, 1970. 208p. At head of title: International Labour Organization.

■ **No. 30—Great Britain.** Court of Inquiry into a Dispute between the Parties represented on the National Joint Industrial Council for the Electricity Supply Industry. Report. London, H.M.S.O. [1971] 54p. At head of title: Industrial Courts Act 1919. Department of Employment. Chairman: Lord Wilberforce.

■ **No. 31—Lefranc, Georges.** Grèves d'hier et d'aujourd'hui. Paris, Aubier-Montaigne, c1970. 302p.

■ **No. 32—Schuster, E.J.E.** Industrial conflict and its institutionalization: a comparative analysis of Sweden, Canada, and the United States. [Ann Arbor, Mich., University Microfilms, c1971] xi, 482p. Thesis (Ph.D.)—University of Oregon. 1970.

■ **No. 33—Stenson, Michael R.** Industrial conflict in Malaya; prelude to the Communist revolt of 1948. London, Oxford University Press, 1970. x, 271p.

Industrial relations

■ **No. 34—Alexander, Kenneth John Wilson.** Fairfields; a study of industrial change [by] K. J. W. Alexander and C. L. Jenkins. [London] Allen Lane the Penguin Press [1970] [286]p.

■ **No. 35—California public employee relations, June 1971.** Berkeley, University of California, Institute of Industrial Relations, 1970. 67p. Partial contents: Executive order on state employee relations. Prevailing rates in California: a symposium. Recent developments in California public jurisdictions.

■ **No. 36—Industrial relations in the 1970s;** being the proceedings of a seminar organized by Brambles Industries Limited, Sydney. Editor: D. C. Thomson. Sydney, Law Book Co. Ltd., 1970. vii, 81p.

■ **No. 37—Kuechle, David.** The story of the Savannah; an episode in maritime labor-management relations. Cambridge, Mass., Harvard University Press, 1971. xiv, 313p. "This book is derived from a thesis written as part of the requirements for a doctoral degree at Harvard University's Graduate School of Business Administration."

Management

■ **No. 38—Dowling, William F.** How managers motivate: the imperatives of supervision [by] William F. Dowling [and] Leonard R. Sayles. New York, McGraw-Hill [c1971] 436p.

■ **No. 39—Glueck, William F.** Organization planning and development. [New York] American Management Association [c1971] ix, 165p.

■ **No. 40—Kobayashi, Shigeru.** Creative management. [New York] American Management Association [c1971] x, 259p. "English-language edition planned and translated from the Japanese under the auspices of the Japan Management Center Inc."

■ **No. 41—Lopez, Felix M.** The making of a manager; guidelines to his selection and promotion. [New York] American Management Association [1970] 291p.

■ **No. 42—Sofer, Cyril.** Men in mid-career: a study of British managers and technical specialists. Cambridge [Eng.] University Press, 1970. xxii, 376p.

Women

■ **No. 43—Political and Economic Planning.** Sex, career and family; including an international review of women's roles [by] Michael P. Fogarty, Rhona Rapoport [and] Robert N. Rapoport. London, Allen & U win [1971] 581p. This study was carried on by PEP w the collaboration of the Tavistock Institute and w support from the Leverhulme Trust.

■ **No. 44—Political and Economic Planning.** Won in top jobs; four studies in achievement. London, Al & Unwin [1971] 328p. This book consists of four stud undertaken by PEP in collaboration with the Tavisto Institute and with support from the Leverhulme Tru The study as a whole was under the direction of M chael P. Fogarty and Robert and Rhona Rapoport.

■ **No. 45—Solomon, Lynnette Kilpatrick.** Labor fo participation of women: a study of Arkansas. Ann A bor, Mich., University Microfilms [1971] 304p. The (Ph.D.)—University of Arkansas, 1970.

■ **No. 46—U.S. Congress.** House. Committee on Ed cation and Labor. Special Subcommittee on Educatio Discrimination against women. Hearings, Ninety-fi Congress, second session on section 805 of H.R.160 Washington, G.P.O., 1970-71. 2v. (1261p.). Hearin held June 17 - July 31, 1970.

■ **No. 47—U.S. Equal Employment Opportunity Co mission.** Job patterns for minorities and women in p vate industry, 1967. Washington, G.P.O. [1970] 2v.

Miscellaneous

■ **No. 48—Hettich, Walter Paul.** Expenditures, o put and productivity in Canadian university educatio [Ottawa, Information Canada, 1971] 123p.

■ **No. 49—Horowitz, David.** The abolition of pover New York, Praeger Publishers [1969] viii, 178p.

■ **No. 50—Kilby, Peter.** Industrialization in an op economy: Nigeria, 1945-66. London, Cambridge U. 1969. xiv, 399p.

■ **No. 51—Legget, Robert Ferguson.** Standards Canada. [Ottawa, Information Canada, 1971] 248p. study prepared for the Economic Council of Cana and the Science Council of Canada."

■ **No. 52—Make performance appraisals work you; selected reprints from AMA periodicals.** [N York] American Management Association [1961-19 72p.

abour Statistics

ncipal Items	Date	Amount	Percentage Change From Previous Month	Percentage Change From Previous Year
		(in thousands)		
TAL CIVILIAN LABOUR FORCE*				
Week ended September 18, 1971		8,622	− 3.9	+ 2.8
Employed	September	8,188	− 3.9	+ 2.5
Agriculture	September	564	− 9.3	+ 1.1
Non-agriculture	September	7,623	− 3.4	+ 2.6
Paid workers	September	7,107	− 3.8	+ 3.1
At work 35 hours or more	September	6,587	+ 4.0	+ 2.2
At work less than 35 hours	September	1,240	+14.8	+ 2.6
Employed but not at work	September	360	−67.5	+ 9.1
Unemployed	September	434	− 4.6	+ 9.0
Atlantic	September	44	− 6.4	+25.7
Québec	September	161	− 3.0	+ 9.5
Ontario	September	132	− 5.7	+15.8
Prairie	September	47	− 7.8	+ 6.8
British Columbia	September	50	− 2.0	−13.8
Without work and seeking work	September	420	− 3.9	+10.2
On temporary layoff up to 30 days	September	14	−22.2	−17.6
DUSTRIAL EMPLOYMENT (1961 = 100)†	June	132.1	+ 3.0	+ 1.9
Manufacturing employment (1961 = 100)†	June	125.1	+ 1:5	− 0.3
MIGRATION	1st 6 mths.	591.77	−	−16.5
Destined to the labour force	1st 6 mths.	319.17	−	+18.5
RIKES AND LOCKOUTS				
Strikes and lockouts	August	116	+ 7.4	+ 1.8
No. of workers involved	August	28,932	−27.8	−59.2
Duration in man days	August	399,870	+11.1	−35.5
RNINGS AND INCOME				
Average weekly wages and salaries (ind. comp.)†	June	136.80	+ 1.3	+ 7.6
Average hourly earnings (mfg.)†	June	3.31	+ 0.9	+ 1.0
Average weekly hours paid†	June	39.6	+ 0.3	− 1.0
Average weekly wages (mfg.)†	June	131.08	+ 1.2	+ 8.6
Consumer price index (1961 = 100)	August	135.0	+ 0.7	+ 3.4
Index numbers of weekly wages in 1961 dollars (1961 = 100)‡	June	131.8	+ 0.9	+ 5.7
Total labour income (Millions of dollars)†	June	4,378.5	+ 1.9	+ 8.6
DUSTRIAL PRODUCTION†				
Total (average 1961 = 100)	August	178.7	+ 1.4	+ 4.2
Manufacturing	August	174.6	+ 1.6	+ 3.4
Durables	August	198.1	+ 2.3	+ 3.1
Non-durables	August	156.1	+ 1.0	+ 3.7
EW RESIDENTIAL CONSTRUCTION**				
Starts	August	17,655	+ 0.4	+28.3
Completions	August	13,800	+13.4	−10.3
Under construction	August	140,201	+ 2.6	+40.5

Estimates of the labour force, the employed and the unemployed, are from The Labour Force, a monthly publication of Statistics Canada, which, addition, contains the characteristics of the labour force, together with definitions and explanatory notes.
Advance data.
Preliminary.
Centres of 10,000 population or more.

Statistics Section

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